

THE MANUFACTURING CONFECTIONER

Pioneer Specialized Publication for Confectionery Manufacturers

PLANT MANAGEMENT, PRODUCTION METHODS, MATERIALS, EQUIPMENT, PURCHASING, SALES, MERCHANDISING

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for July, 1940

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"BUYERS" Candy Andy

CANDY PRODUCTION

Machinery, Materials, Supplies



Check the items for which you are, or will soon be, in the market, and we will see that you are supplied with complete information about them, or that a salesman contacts you.

THE MANUFACTURING CONFECTIONER

400 W. Madison St., Chicago

71 W. 23rd Street, New York

Machinery and Equipment

Air

Conditioning Equipment
Fans
Tunnels, Cooling

Basket Dipping Machines

Batch

Rollers
Warmers

Beaters

Cream
Egg and Gelatine
Marshmallow
Whip

Belting

Conveyor
Packing
Power

Boards and Trays

Caramel
Dipping
Starch

Chocolate and Cocoa

Machinery
(Specify)

Coaters

Conditioner and Cleaner,
Starch

Cookers

Continuous
Vacuum

Cutters

Adjustable Steel Roll
Continuous

Depositors

Furnaces

Electric
Gas

Handroll Machines

Kettles

Choc. Melting and Mixing
Mixing
Open Fire
Steam Jacketed
Tilting

Mills, Sugar

Meters, Flow

Mixers

Motors (Specify Size)

Moulds

Aluminum
Composition
Metal
Rubber

Nut Machinery

Blanchers
Crackers
Roasters

Pans, Revolving

Popcorn Poppers

Pulling Machines

Pumps

(Specify Type)

Racks

Refrigerating Machinery

Rollers

(Specify Type)

Scales

Platform

Table

Slabs, Cooling

Marble
Steel

Steam Traps

Stick Candy Machines

Sucker Machines

Temperature Controls

Trucks, Hand

Valves

X-Ray Equipment

Raw Materials

Acids

(Specify)

Albumen, Egg

Butter, Coconut

Caramel Cream and Paste

Chemicals

(Specify)

Cherries, Dipping

Coating, Chocolate

Coconut

Colors

(Specify)

Corn Products

Starch

Sugar

Syrup

Cream, Fondant

Fats and Oils

Flavoring Materials

Emulsions

Essential Oils

True Fruit

Synthetic Fruit

Vanilla

Vanillin

Fruit Products

Dipping

Glaze

Gelatin

Glaze, Confectioners'

Gum Arabic and Tragacanth

Honey

Invertase

Lecithin

Licorice

Maple Sugar and Syrup

Marzipan

Milk Products

Dry

Condensed

Plastic

Molasses

Nuts, Shelled and Unshelled

Oil, Slab

Pectin

Starch, Corn

Sugar

Beet

Cane

Corn

Invert

Liquid

Maple

Miscellaneous Supplies & Services

Cleaning Materials

Insecticides

Paints

Laboratory Service

Other

☐ Have Salesman Call

☐ Send Literature, Prices, Etc.

Company

Street

City

State

By

Note: This request must bear the name of the firm and must be signed by the authorized purchasing agent or an officer of the firm. If an individual firm, by the owner.

THE MANUFACTURING CONFECTIONER



CANDY PLANT HOUSEKEEPING (A Series)

PREVENTING INSECT INFESTATION

By ROBERT I. CLAYTON

Part I

UNDER the Federal Food, Drug and Cosmetic Act, Section 402 (a) (3) "a food shall be deemed to be adulterated if it consists in whole or in part of any filthy, putrid, or decomposed substance, or if it is otherwise unfit for food." It is under this section that the Food and Drug Administration is seizing and destroying candy and candy bars containing insect life or excreta. The Notices of Judgment under the Act contain numerous default decrees of condemnation and destruction and almost invariably the Notice reads about as follows:

U. S. vs. Boxes of Candy

On such and such a date the U. S. attorney for the District of filed a libel against boxes of Candy at alleging that the article had been shipped in interstate commerce on or about by the so and so company from; and charging that it was adulterated in that it consisted wholly or in part of a filthy vegetable substance. It was labeled in part

On, no claimant having appeared, judgments of condemnation were entered and the product was destroyed.

As most of us in the industry are well aware that insect infested candy is not worth claiming, its destruc-

First of a Series on the Problem of Confectionery Plant Sanitation and Methods of Treating Physical Plant, Raw Materials and Finished Product to Prevent and Eliminate Contamination, Presented by the Superintendent of a Large Candy Plant.

tion by the Food and Drug officials merely saves us the trouble of destroying it ourselves when it is returned to the factory in the usual course of events. Furthermore, having it destroyed on the spot serves a very useful purpose in that it eliminates possible contamination of fresh stock in the factory from the infested stock returned. However, the amount of confectionery destroyed in this way must represent only a very small percentage of the total insect infested goods in the United States, and mention is made of it here only to emphasize the importance of a thorough "housecleaning" in the industry.

And judging from the names appearing in the spaces left blank in the Notice quoted, it is not only the small manufacturers but some of the largest firms in the business, whose goods are being condemned because of insect contamination. While the jobber and retailer may often be rightly blamed for infested stock, the blame cannot definitely be attributed to these causes unless proof is forthcoming that the infestation took place after the goods left the factory. And even when this is



Fumigation Incoming of Nuts and Cocoa Beans Is Accomplished in This Installation at W. F. Schrafft & Sons Plant in Boston

the case, the manufacturers should take steps to educate the middlemen as to the proper storage conditions for chocolate and confectionery. Remember that your competitors' goods may become a source of infestation for all the other stock in a jobber's warehouse or retailer's store.

Food factories of all kinds are naturally always open to possible infestation by an almost unlimited number of pests. These include rats, mice, moths, beetles, flies, ants and many other insects. Some of the insects find their way by devious ways into the food products. Others may soil or taint the products by their presence on or near them. Some insect species are more or less confined to factories manufacturing one type of product. Others are much more cosmopolitan in appetite. However, whatever the nature of the pest, the numbers present in any factory vary inversely to the amount of trouble taken to eradicate them.

Any attempt to control insect pests must be intensive and continuous, otherwise it is almost useless. It is needless extravagance to spend time and money in cleaning out the pests as they appear, if no attempt is made to clear away their food supply and hiding places. The amount of food required by each insect is small, and the little bits of scrap material which get lodged in cracks and crevices form an ample supply. These meager food supplies act as foci from which the pests spread into stored raw materials or into packed finished products.

The first step in the suppression of pests is, therefore, CLEANLINESS of a superlative degree, and SUPERVISION by a responsible person who has a good knowledge of the habits of the pests concerned. The supervisor of pest control must also have an adequate staff available to deal with all infestations as they occur. This staff should be specially trained for the work, and should have sufficient time to devote to the duties involved.

In large factories the supervision of pest control work should offer no difficulties, as one of the scientific staff can usually acquire the necessary knowledge of entomology and adequate methods of control. Where there is no chemist, the problem is more difficult, but the management must select a suitable member of the technical staff. It then remains to appoint a number of persons—one or more for each department—to be responsible for the maintenance of pest control measures. They will also be responsible for the maintenance of the scrupulous cleanliness necessary in their departments.

Before dealing with specific control measures in various departments of the factory, it may be useful to discuss the points which should be borne in mind when new rooms are being planned or new machinery installed. In this regard, there is usually not enough consultation between the architect, engineer and chemist as to the "cleanability" of the new room or machinery layout. Furthermore, there is apparently very little attempt on the part of machinery designers to see that the machines themselves are free from inaccessible spaces which might harbour insects.

As each factory differs not only in design, but also in the machinery used, it is not possible to make very detailed suggestions, and it must suffice to give some of the general principles which should be kept in mind when a new building is being erected or new fittings or machinery installed.

The building itself should be either steel-frame and brick or ferro-concrete, or some similar material which gives a smooth surface inside both on the roof and floor as well as the walls. Wooden floors or roofs are objectionable in providing spots in which dirt can accumulate, and from which it is removed with difficulty. They often provide harbouring places for secondary pests. All girders should be enclosed in concrete so that no ledges are left, and all projections should be sloped at an angle of 45 degrees. All corners should be coved so as to assist cleaning. The bases of pillars should be surrounded with metal to prevent damage by trucks. Concrete should be run into the space between pillar and metal, so as to make a solid column with no cracks. Where the installation of machinery calls for the addition of small girders, they should be incorporated, where possible, into the original building, as alterations in the original structure nearly always leave crevices.

All pipe fittings should be placed a minimum of 1 inch from the wall, and should only be carried down below 6 feet where connections are necessary. Where pipes have to be near the floor (radiators, etc.) they should be raised at least 6 inches so as to allow ease of cleaning. The gill form of heater or cooler needs particular attention. Pipes which are lagged should have all rough surfaces and small cracks filled in to facilitate cleaning. Ventilating and other types of ducts should always be round. Motors should be hung from the ceiling rather than placed on the floor.

Guards of shafting should be hinged and cylindrical, not fixed and unwieldy. Racks, tables and other movables should be made of metal with the minimum of ledges, and should be easily movable for cleaning underneath. Cupboards are difficult to clean and should be used as little as possible.

Where machinery has to be bolted down, the bolts should be as near the edge as possible and not against the castings. Where tunnels are necessary, adequate doors should be left for thorough cleaning. This also applies to conveyors. In placing machines, sufficient space should be left all around. If there is difficulty in getting at a machine it will generally be left dirty. Any machine which is being specially made (and is therefore not standard equipment) should be accessible for cleaning in every part. The webs of any castings should be outward, as also angle irons. In fitting machines to the floor, sufficient space should be left underneath for proper cleaning. If necessary the machine should be raised sufficiently. Where this is not possible and the space underneath is too small to be accessible, the space should be completely filled in with concrete or bitumen.

(Turn to page 31, please)

S.W.C.A. Holds Convention And Candy Show, July 24-27

ANNUAL convention of the Southern Wholesale Confections Association will be held at the Hotel Roanoke, Roanoke, Va., July 24 to 27. Keynote speaker of the convention will be Clem D. Johnson, vice president of the Chamber of Commerce of the U. S., whose topic will be "The Future of the Jobber in Distribution."

Mr. Johnson will be the first speaker on a three-day program which will see four business sessions, a Candy Show, and a fine program of entertainment. The convention will officially open Wednesday evening, July 24, when early arrivals will be afforded a preview of the Candy Show. The exhibitors this year are creating a fund of several hundred dollars and many valuable prizes will be given.

Thursday morning the convention registration will open and the golf competition for the Harry L. Schlesinger trophy will be held. First business session will be held in the afternoon, while the Candy Show will be officially opened in the evening. The second business session will be held Friday morning, and at the same time the first session of the jobbers' salesmen's division will be held, running concurrently with the other meeting. Last year 40-odd salesmen attended this extra session, and more are expected this year. Friday afternoon will be Silver Dollar Day at the Candy Show, at which all prizes will be composed of silver dollars in various amounts. At 4 p.m. the entire convention will attend an outing at an amusement park outside the city.

The last day of the convention, Saturday, will feature two sessions in the morning—a general session and one for jobbers' salesmen. In the afternoon the S.W.C.A. will hold an executive session at which officers for the new year will be elected. While this session is in progress, the exhibitors will dismantle the Candy Show and the ballroom will be made ready for the annual banquet and dance to be held in the evening. A special luncheon for the ladies will be held Saturday noon.

WEDNESDAY, JULY 24

- 4 p.m.—Registration
- 8 p.m.—Candy Show Preview

THURSDAY, JULY 25

- 8:30 a.m.—Registration
- 9:00 a.m.—Golf Tournament—Roanoke Country Club
- 11 a.m.—Meeting of S.W.C.A. Board of Directors

AFTERNOON

- Opening Session 2 p.m.—Parlor A. Howard A. Hanby, chairman

for July, 1940



Howard A. Hanby,
President of the S.W.C.A.

Song "America," Entire Convention, lead by C. R. Hamrick, Shelby, N. C.

Address of Welcome—Mayor of Roanoke

Response—Evans George, Ouachita Candy Co., Monroe, La.

President's Annual Address—Howard A. Nanby

Secretary's Annual Report—C. M. McMillan

Keynote Address—"The Future of the Jobber in Distribution," Clem D. Johnson, Roanoke, Va., vice president, Chamber of Commerce of the United States.

Address—"The Effect of National Income on Candy," F. H. Rawls, chief of the Foodstuffs Division, U. S. Department of Commerce.

Talks—"Are There Too Many Jobbers in the Candy Business?"

Discussion

Talks—"Will a Jobber Get More by Seeking 'Exclusive' of 'Selective' Lines?"

Discussion

EVENING

7-10 p.m.—Candy Show Carnival in the Ballroom. Admission by badge only.

FRIDAY, JULY 26

9:45 a.m.—Special Session for Jobbers' Salesmen—Lounge Room

General Session, Parlor A., 9:45 a.m., James J. Reiss, Past President, S.W.C.A., New Orleans, La., presiding.

Address—"Cost and Advantages of Cool Rooms and Insulated Trucks," C. E. Morgan, Morgan Candy Co., Asheville, N. C.

Address—"How the Wage-Hour Law Affects the Candy Jobber," S. H. Dykstra, Wage-Hour Administration, Washington, D. C.

Talks—"What Are the Advantages of Selling from a Sample Case as Compared with Selling from a Truck and Delivering at Time of Sale?"

Discussion

Talks—"What Are the Relative Advantages of Paying a Salesman a Salary as Against a Commission, or a Salary-Commission?"

Discussion

Talks—"Can a Jobber Who Works the Trade Profit in the Long Run by Selling Sub-Jobbers?"

Discussion

Talks—"Is the Principle of Fair Trade Economically Sound? If So, Why Did It Fail In the Candy Industry?"

Discussion

AFTERNOON

12:30 p.m.—Luncheon for the Ladies. Hotel Roanoke.

2 p.m. to 3:30 p.m.—Dollar Day At the Candy Show.

4 p.m.—Annual Outing and Barbecue, Lakeside Amusement Park.

SATURDAY, JULY 27

9:45 a.m.—Session for Jobbers' Salesmen — Lounge Room.

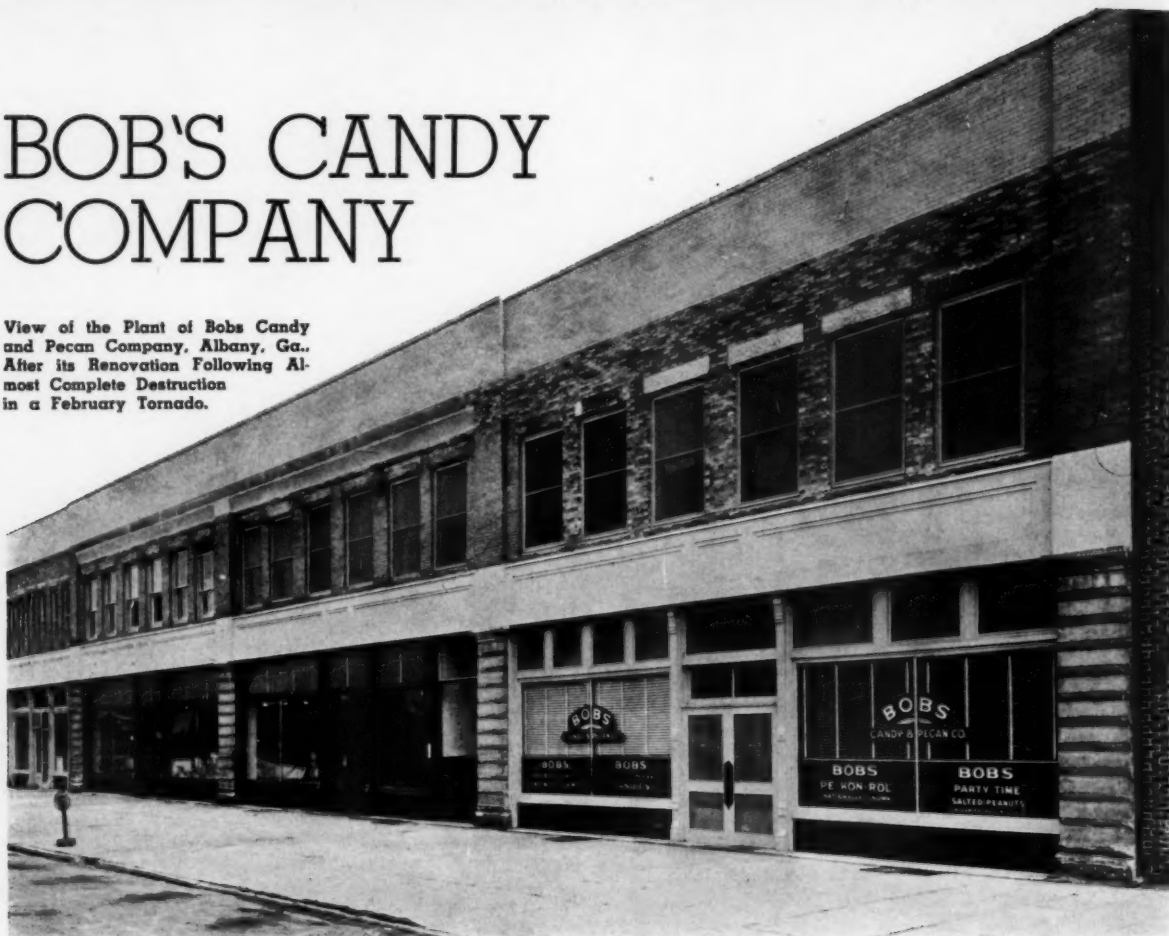
General Session, Parlor A, Louis Krielow, first vice president, S.W.C.A., presiding.

Address—"How Taxes Licked the Candy Racket."

(Turn to page 28, please)

BOB'S CANDY COMPANY

View of the Plant of Bobs Candy and Pecan Company, Albany, Ga., After its Renovation Following Almost Complete Destruction in a February Tornado.



REBUILT AFTER TORNADO

OUT of action after being almost completely wrecked by a tornado in February, Bobs Candy and Pecan Company, Albany, Georgia, is back in production in a rebuilt, modernized, streamlined plant. Re-opening of the factory was announced to friends of the firm in the form of a special "Bobs Comeback Edition" of the *Albany Herald* under date of July 2, 1940. The special edition contains a message from Bob McCormack, president of the firm, to all who came to the assistance of the company when news of the tragedy became known. Also contained in the newspaper are a complete description of the new factory set-up, the personnel, the history of the company, interesting facts in the lives of the executives, pictures of various departments in the new plant, and advertising from supply firms and other well-wishers.

Streamline methods combined with modern machinery make the rebuilt plant one of the most up-to-date in the South. In the "big blow" the plant was virtually destroyed and one



R. E. (Bob) McCormack, president of Bobs Candy and Pecan Company, Albany, Georgia.

section of the building was demolished. It has been completely rebuilt and newly equipped with modern machinery.

Streamline methods have been installed so that there is no doubling back in any of the departments. The departments, too, are so arranged that there is continuous circulation toward the elevator which occupies the center of the building. Thus, candy and other products from the various production departments can be brought to the elevator and taken directly to the assembly room and shipping department.

On the first floor at the front of the building are the credit and book-keeping departments and offices of the executives.

There is ample storage space for jars, bottles, cartons and other packaging and shipping supplies at the rear. At the rear of the storage department is also the assembly room where orders are made up. Adjoining this is the shipping department. The plant is served by two spur tracks and a loading dock for trucks.

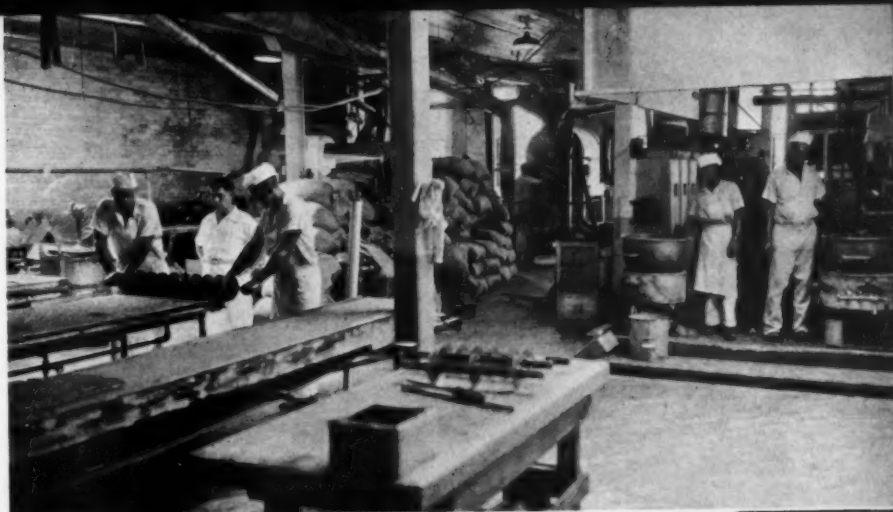
On the second floor are located the various candy production departments. Salted peanuts are packed in one section on the west side of the building. Next in line is the vacuum packing department, where candy and salted peanuts are packed in glass jars. The new vacuum packing department incorporates an improvement whereby peanuts are packed in special cellulose bags and crimp sealed to assure freshness. It is said this process will retain the freshness for years, if necessary.

Next in line is the peanut butter sandwich department. Here skilled operators top and wrap the sandwiches. Peanut butter manufactured in the plant is spread automatically on crackers, assuring a uniform amount on each sandwich. Beyond this is the peanut candy department where peanut brittle is made, cut, rolled and individually wrapped. Special cooling machines quickly reduce the temperature of the candy after cooking. Time for peanut brittle bars "from kettle to wrapper" is from 16 to 20 minutes.

In this department are the huge kettles, and just beyond them are the peanut grading machine, the moving belt where the peanuts are inspected, the roaster and blanching machines and the peanut butter grinders.

On the east side of the second floor is the hard candy department. At the north end stands the continuous cooker. In this same department are the spinning machine and the candy pulling machine. These machines are so arranged that production can easily be stepped up if necessary.

Next to this department is a machine that was developed by the plant mechanic, Hack Smith. It is a combination pecan meat sizer and chopper. On the south side of the building is the coconut department. In this section, besides the two cleaning vats, are the steam jacketed kettle, sizer, special tables on hardened rubberized rollers, and the icer. A large steam jacketed coconut cooker will handle 500 lbs. of candy in one batch. After cooking, the candy is



Scenes in the New Bobs Candy & Pecan Company Plant. Above, Peanut Roasting and Cooking Department. The Roaster is at Center, Rear. At the Right, Cookers. At Extreme Left, Cooling Tables. Next Below, Another View of the Peanut Candy Department, Showing Conveyors Belts on Which Peanut Candy Is Delivered to Wrapper Girls. Next Below, Hard Candy Department Where a Continuous Cooker Turns Out the Batches. Below, Girls Wrapping Coconut Candies Delivered from Special Cooker Just Visible at Extreme Right.



Above—Supervisors and Candy Makers Employed by Bobs Candy & Pecan Company. Back Row, l. to r.: Orlando Brand, Hack Smith, Linwood Frazier, W. A. Hancock, C. B. McHugh, L. R. Barfield, J. L. Smith. Front Row: Kenneth Youngblood, M. G. Traylor, Ross Kidd, Wilbur Cox, Raymond Niven. Below—Some of the Georgia "Peaches" Who Pack, Wrap and Otherwise Prepare the Candy at the Rebuilt Plant of Bobs Candy and Pecan Company, Albany, Ga.

dumped on movable slabs and put through a sizer and cut as desired. Thereafter the candy is iced and packed in boxes.

The basement of the building contains steel drums for corn syrup storage. Received in tank cars, the syrup is heated and piped into the storage tanks from which it is taken as required. The basement also contains the company's machine shop.

Bobs Candy & Pecan Company began operations in Albany on April 21, 1920. It was then known as the Famous Candy Company. Within a year, R. E. (Bob) McCormack, head of the firm, took in a partner, Bob Mills, and the name of the firm was changed to Mills-McCormack Candy Company. Mr. Mills handled production and inside work, while Mr. McCormack took to the road as salesman. This set-up continued until 1925, when the company re-incorporated under the name of Bobs Candy Company. From 1920 to 1925, the company produced peanut and stick

candy, and late in 1925 began experimenting with pecan candies. In 1927, J. A. Magill bought out Mr. Mills' interest and he retained that interest until February 1939, when he died.

Mrs. Annie C. Magill then became vice president of the company. Since its inception, the company has moved to larger quarters on two occasions. With a payroll of between 80 and 110 persons the annual salary budget today calls for \$75,000. Since opening the rebuilt plant capacity has been doubled, according to Mr. McCormack.

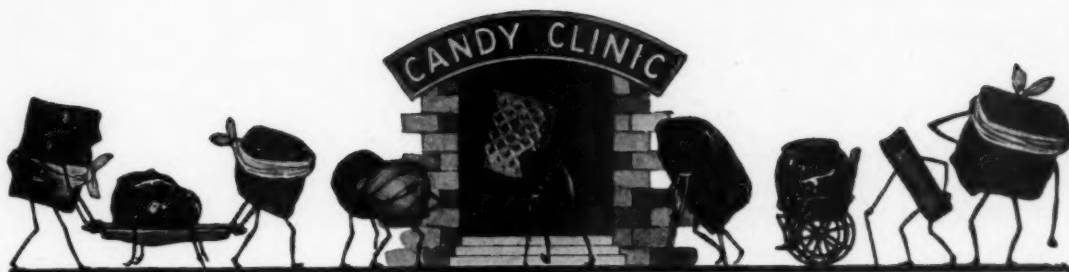
J. L. Smith, Sales Manager, and Mac Torbett, Plant Manager, Bobs Candy & Pecan Company.



Executives and heads of various departments include the following: R. E. McCormack, president; Mrs. Annie C. Magill, vice president; J. L. Smith, sales manager; Mac Torbett, plant manager; Hollis Stanford, office manager; Miss Pauline Fleming, credit manager; Ross Kidd, superintendent of peanut and vacuum work; M. G. Traylor, superintendent of hard candy and coconut work; Ben Halstead, superintendent of mechanical and cabinet work; Hack Smith, plant engineer; Miss Idella Walker, forelady in the hard candy and coconut candy departments; and Miss Mary Long, forelady in the vacuum pack and peanut department.

Bob McCormack has made a career in the candy business. After his graduation from college, he went to Nashville, Tenn., his home town, to continue on a full-time basis work in a candy factory which he had started on a part-time basis while still in school. A year later he was offered a position in the office of the Martin Biscuit Co., in Birmingham, Alabama. He rapidly advanced to the position of office manager and then to that of sales manager. He continued in Birmingham until the U.S. entered the first world war, during which time he served as a lieutenant in the army.

The Martin Biscuit Company also operated a candy manufacturing division and Mr. McCormack spent a good deal of his time there. He kept the books, did the office work and became more and more interested in the candy business, working out new formulas and ideas. At the close of the War, he looked around for an opportunity to start a candy business of his own. He was directed to Albany, and with assistance from his former firm, began operating in 1919.



THE INDUSTRY'S CANDY CLINIC

HELD MONTHLY BY THE MANUFACTURING CONFECTIONER

The Candy Clinic is conducted by one of the most experienced superintendents in the candy industry. Some samples represent a bona-fide purchase in the retail market. Other samples have been submitted by manufacturers desiring this impartial criticism of their candies, thus availing themselves of this valuable service to our subscribers. Any one of these samples may be yours. This series of frank criticisms on well-known branded candies, together with the practical "prescriptions" of our clinical expert, are exclusive features of THE MANUFACTURING CONFECTIONER.

Gums & Jellies; Marshmallows

CODE 7A40

Chocolate Covered Mint

Marshmallow—6 ozs.—19c

(Purchased in New York City)

Appearance of Package: Good.

Box: One layer, green and yellow colors, cellulose wrapper.

Appearance of Box on Opening: Fair.

Coating: Dark.

Color: Good.

Gloss: None. Bloomed.

Strings: Good.

Taste: Very Cheap.

Center: Marshmallow.

Color: Green.

Texture: Good.

Flavor: Good.

Remarks: The coating is of the cheapest kind, center was good, but coating spoiled the eating qualities. Suggest a smaller package be made and a better grade of coating be used.

CODE 7B40

Toasted Marshmallow and Fudge

—7 Pcs.—about 2 ozs.—10c

(Purchased in San Francisco, Cal.)

Appearance of Package: Fair. Plain cellulose bag, printed yellow slip on top.

Pieces consists of two layers of square marshmallow with a layer of chocolate fudge in the center.

Marshmallow:

Color: Good.

Texture: Fair.

Taste: Fair.

Chocolate Fudge:

Color: Good.

Texture: Tough.

Taste: Fair.

Remarks: Candy is not up to the standard. Marshmallow was only fair and fudge was tough. We find far superior 10c numbers on the market. Suggest marshmallow and fudge formula be checked up and improved.

CODE 7C40

Assorted Chocolates—1 lb.

—Suggested price \$1.00

(Sent in for Analysis No. 4388)

Appearance of Box: Fair.

Box: One layer extension type, printed in brown, checker board design, tied with green grass ribbon.

Appearance of Box on Opening: See Remarks.

Number of Pieces: 99 pieces — 3 foiled pieces.

Coating: Dark.

Color: Good.

Gloss: Fair.

Strings: Good.

Taste: Good.

Centers:

Walnut ½ dipped in sprills: Good.

Vanilla Caramel: Good.

Almonds: Good.

Glacé Pineapple: Good.

Nut Nougat: Good.

Cashews: Good.

Orange Peel: Good.

Glacé Cherry: Good.

Mint Marshmallow: Good.

Date: Good.

Jelly & Marshmallow: Good.

Brazills: Good.

Almond Paste: Good.

Molasses Plantation: Good.

Fruit Paste: Good.

Filberts: Good.

Pitachio Nougat: Good.

Butterscotch: Good.

Nougat & Caramel: Good.

Apricot Jelly: Good.

Prune: Good.

Vanilla Coconut Paste: Good.

Figs & Nuts: Good.

Chocolate Ganach ball: Good.

Strawberry Jelly: Good.

Foil Cup, half milk chocolate and half dark chocolate: Good.

Milk Chocolate Foil Cup Ganach: Good.

Solid Chocolate Acorn: Good.

Solid Chocolate Wafer: Good.

Foil cup, dark chocolate and milk chocolate: Good.

Assortment: Good.

Remarks: Suggest that box have name printed or embossed in gold on top, also that a cellulose wrapper be used. Centers are well made; coating did not have a good gloss. Suggest dipping room be checked up for temperature, also check up dippers as they may be using the coating too warm. Suggest a divider be used as box is a trifle large.

Suggest name, address and ingredients be printed on top of box as required by law.

Retail price of box, \$1.00 the pound.

CANDY CLINIC SCHEDULE FOR 1940

The monthly schedule of the Candy Clinic is listed below. When submitting items, send duplicate samples by the 1st of month preceding the month scheduled.

JANUARY—Holiday Packages; Hard Candies

FEBRUARY—Salted Nuts; Chewy Candies; Caramels

MARCH—Assorted One-Pound Boxes of Chocolates

MAY—Easter Candies and Packages; Molded Goods

JULY—Gums and Jellies; Marshmallows

AUGUST—Summer Candies and Packages; Fudge

SEPTEMBER—Bar Goods of all types

OCTOBER—Home Makes: 5c-10c-15-25c Packages Different Kinds of Candies

NOVEMBER—Cordial Cherries; Panned Goods; 1c Pieces

DECEMBER—Best Packages and Items of Each Type Considered During Year; Special Packages; New Packages

CODE 7D40

Assorted Chocolates—1 lb.

—Suggested price 69c

(Sent in for Analysis No. 4387)

Appearance of Package: Fair.

Box: Square, one layer, white printed in black and green, tied with green grass ribbon. See Remarks.

Appearance of Box on Opening: Bad — See Remarks.

Number of Pieces: 67 pieces, 2 glaze cherries.

Coating: Dark.

Color: Good.

Gloss: Fair.

Strings: Fair.

Taste: Good.

Centers:

Butterscotch: Good.

Peanut Taffy: Good.

Vanilla Caramel: Good.

Almonds: Good.

Jelly & Marshmallow: Good.

Mint Marshmallows: Good.

Molasses Plantation: Good.

Pink Jelly: Could not identify flavor.

Orange Cream: Good.

Raspberry Cream: Good.

Cordial Cherry: Good.

Raisin Cluster: Good.

Fig: Good.

Molasses Sponge: Good.

Chocolate Nut Caramel: Good.

Peanut Brittle: Good.

Chocolate Ganach: Good.

Brazille: Good.

Date: Good.

Cashews: Good.

Peanut Clusters: Good.

Mint Pineapple: Good.

Vanilla Coconut Paste: Good.

Maple Marshmallow: Flavor—Too strong.

Caramallow: Good.

Molasses Chip: Good.

Solid Chocolate Wafers: Good.

Milk Chocolate Coated Vanilla Coconut Paste: Good.

Milk Chocolate Coated Ganach: Good.

Milk Chocolate Coated Ball: Good.

Glaze Cherries: Good.

Assortment: Good.

Remarks: Box is not attractive. Suggest some other color than black, house to be larger that it will cover more of the top. There is too much white in the background for this size box. Box would make a better appearance if wrapped in cellulose; it would not need the grass ribbon. Box did not make a good appearance when opened, dividers are needed as box is too large, a number of pieces were broken and some had turned over.

Coating did not have a good gloss.

Remarks:

Candy is well made, dipping could be better. We would say that the retail price should be 69c.

CODE 7E40

Assorted Opera Gums—1½ ozs.

—5c

(Purchased in a railroad depot, Boston, Mass.)

Appearance of Package: Good.

Candies packed on a printed tray, plain cellulose wrapper, printed paper seal.

Colors: Good.

Texture: Good.

Flavors: Good.

Remarks: The best 5c package of opera gums that the Clinic has examined this year.

CODE 7F40

Chocolate Marshmallow Bars

—2 ozs.—5c

(Purchased in a railroad depot, Boston, Mass.)

Appearance of Bar: Good. Printed glassine wrapper.

Size: Good.

Coating: Dark: Fair.

Center: Color: Good.

Texture: Good.

Flavor: Good.

Remarks: Coating is not up to the standard used on good 5c bars. Suggest a better coating be used.

CODE 7G40

Fruit Nougat Bar—about 2 ozs.

(Sent in for Analysis No. 4389)

Size of Bar: Good.

Wrapper: See Remarks.

Coating: Could not tell if it was dark or light as bar was dipped entirely too thin.

Center: Light nougat.

Color: Good.

Texture: Good.

Taste: Good.

Remarks: Suggest a cellulose wrapper printed in gold and one other color be used. Bar will not sell unless it is coated much thicker. If the proper amount of coating is used, bar should be a good 5c seller.

CODE 7H40

Assorted Jellies—½ lb.—10c

(Purchased in New York City)

Appearance of Package: Good.

Jellies packed in a white printed tray.

Colors: Good.

Texture: Good.

Flavors: Good.

Remarks: A very large package for 10c. Suggest cost figures be checked as very little, if any, profit can be made by the manufacturer.

CODE 7I40

Assorted Jellies—8 pcs.—

about 2¼ ozs.—5c

(Purchased in a bus station, San Francisco, Cal.)

Appearance of Package: Good. Plain cellulose wrapper, Printed slip of paper inside.

Colors: Good.

Texture: Fair.

Flavors: Good.

Remarks: Texture was more like a gum drop than a jelly.

CODE 7J40

Assorted Gums—2 ozs.—5c

(Purchased at a candy stand, San Francisco, Cal.)

Appearance of Package: Good. Candy packed on printed tray, cellulose wrapper.

Colors: Good.
Texture: Good.
Flavors: Good.
Remarks: This is a good package of gums. Suggest a larger tray be used to give package more size.

CODE 7K40

Jumbo Jellies—3½ ozs.—5c

(Purchased in a drug store,
New York City.)

Appearance of Package: Good.
Five pieces of jellies on a printed board, cellulose wrapper.
Colors: Good.
Texture: Good.
Flavors: Good.
Remarks: A good package of jellies, well made and good eating.

CODE 7L40

Assorted Jellies—3 ozs.—5c

(Purchased in a retail store,
New York City.)

Appearance of Package: Good.
Jellies packed on a white board, printed cellulose wrapper.
Colors: Good.
Texture: Good.
Flavors: Good.
Remarks: The best 5c jelly package that the Clinic has examined this year.

CODE 7M40

Chocolate Covered Marshmallows—1¼ ozs.—5c

(Purchased in a drug store,
New York City.)

Appearance of Package: Good.
Five pieces on a piece of board, printed cellulose wrapper.
Coating: Dark.
Color: Good.
Gloss: None.
Taste: Good for a 5c package.
Marshmallow:
Color: Good.
Texture: Good.
Taste: Good.

Remarks: A good chocolate marshmallow package at five cents.

CODE 7N40

Assorted Jellies—2¼ ozs.—5c

(Purchased in a railroad depot,
Chicago, Ill.)

Appearance of Package: Good.
Jellies packed on board, printed cellulose wrapper.
Colors: Good.
Texture: Good.
Flavors: Good.
Remarks: A good 5c package of jellies, one of the best that the Clinic has examined this year.

CODE 7O40

Assorted Iced Jellies—1 lb.—20c

(Purchased in a 5c & 10c Store,
Chicago, Ill.)
Sold in bulk.

Colors: Good.
Texture: Good.

Flavors: See Remarks.
Remarks: Jellies lacked flavor. This type of candy is not good eating unless good flavors are used and a sufficient amount is used.

CODE 7P40

Orange Slices—3 ozs.—5c

(Purchased in New York City.)

Appearance of Package: Good.
Seven slices on a piece of board, Cellulose wrapper, printed white paper slip inside.
Color: Good.
Texture: Very tough.
Flavor: Good.

Remarks: Piece is not good eating, very tough and chewy. Suggest formula be checked, as it wasn't aged, which made the piece tough.

CODE 7Q40

Assorted Undipped Marshmallows—10 ozs.—10c

(Purchased in New York City)

Marshmallows packed in open face printed folding box, cellulose wrapper.
Colors: Good.
Texture: Good.
Flavors: Too weak.

Remarks: Marshmallows were stuck together and lacked flavor. Suggest formula be checked up to prevent marshmallows from sticking.

CODE 7R40

Mint Assortment—1 lb. 39c.

(Purchased in a drug store,
New York City.)

Appearance of Package: Good.
Box: One layer, Green printed in dark green.
Appearance of Box on Opening: Good.
Gums: Good.

Jelly Patties: Good.
Small Gums: Good.
Strings: Good.
Crystal Creams: Good.
Marshmallow and Jelly: Good.
Licorice Drops: Good.
Panned Creams: Good.
Panned Licorice Paste: Good.
Assortment: Good.

Remarks: Candy was good eating. Flavors were good, box was well planned and well packed. The best box of this kind that the Clinic has examined this year at this price.

CODE 7S40

Undipped Marshmallows—1 lb.

—11½c

(Purchased in a department store,
Chicago, Ill.)

Marshmallows are packed in an open face printed folding box, cellulose wrapper.

Color: Good.
Texture: Good.
Taste: Good.
Remarks: A well made and good eating marshmallow. The Clinic can not understand how the manufacturer can make a living profit at the price of 11½c the pound retail.

CODE 7T40

Orange Slices—½ lb.—5c

(Purchased in a 5c & 10c Store,
Chicago, Ill.)

Plain cellulose bag, printed red seal on top.

Color: Good.
Texture: Tough.
Flavor: Fair.
Remarks: The cheapest kind of gum work. Piece was very tough and lacked flavor.

(Turn to page 28, please)

FLAVORS ESSENTIAL OILS

P. R. DREYER INC.

NEW YORK, N.Y.

Concentrated Imitation BUTTER RUM "D" FOR HARD CANDY

THIS UNIQUE FLAVOR HAS A
SMOOTH BUTTER-LIKE TASTE
BLENDED WITH JUST ENOUGH
RUM CHARACTER TO MAKE
AN OUTSTANDING CANDY.

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New York, N. Y.

CREDIT AND COLLECTION

In the Confectionery Industry

MANY years ago, when a man engaged in business, he himself usually controlled the three main activities of that business — that is, production, marketing, and financing. With the growth and expansion of business it became necessary for him to delegate to others one or more or perhaps all of the functions that he heretofore managed. Should he, in his delegation of functions to others, consider the passing and collection of credit as a part of the marketing branch of the business, or should he consider it as a part of the financial branch of the business? That question today in some businesses is still controversial and you will find in some firms that the credit department is under the control of and responsible to the sales manager. It is claimed by those who support that plan that both the selling of the goods and the gathering of credit information is a part of the function of the sales force, who will then exercise a high degree of co-operation in following up accounts and making collections.

It is also claimed that less antagonism will exist between these two departments when both are under the jurisdiction of the sales manager. In opposition to that view point, it is claimed that where volume, commissions, and salaries are at stake, the sales manager would find it extremely difficult not to be influenced by them to the detriment of the credit and collection problem. It is also contended that credit is temporarily substituted for funds in the sale of merchandise and that inasmuch as the financial management of the business could hardly function if the control of both receipts and expenditures were not in its hands, it would seem that the credit department is so closely linked to that of the company's financial department as to become a part of it.

So long as the credit department conforms to the policy of the management the best results can be obtained if that department is free from dictation from any other source.

Business as we now find it has become more and more complicated. If, therefore, the credit manager is qualified for the position that he holds, he should be a specialist in his field and must make some very careful and important decisions. If those decisions, made after due deliberation and with all necessary data in hand, are reversed or constantly reviewed by any higher authority, human nature immediately responds to that fear and there develops an unwillingness to accept responsibility.

As a consequence, the credit manager will either consult the superior officer and seek his decision before he



Arthur L. Stang

By **ARTHUR L. STANG***

Credit and Collection Manager
Cracker Jack Company and
Angelus-Campfire Company

himself gives one, or will seek to adopt a middle course in a futile attempt to satisfy everyone. This serves only to confuse the issue. Where the responsibility is not definitely fixed how can the best interests of the company be served? Therefore, leading executives have made the credit department independent, subject only to the policy set up by the management. Its decisions, based on actual evidence, are final. There need be no fear then that they will not be proper ones.

Much has also been said about the constant controversy and quarrels alleged to exist between the credit and sales departments. The remedy is not a combination of the two departments under one head, but rather two separate and independent departments, occupying equal positions in the business and each in turn recognizing the difficulties that beset the other, and each having a sympathetic understanding of the other's troubles. Having a sales psychology coupled with the financial needs of the business, the credit department then can act as a balance wheel, maintaining the equilibrium of the sales volume with the financial needs of the business.

All departments, including the production, sales and credit, are working toward one end, and that is increased profit. No credit manager, unless by the greatest amount of luck, can possibly attain a perfect record—he is bound to have losses. It is his duty, however, to accept from all the orders offered, those which will result in maximum profits and minimum losses to his firm.

Credit Department Helps Build Good Will

The credit department, by its fair and friendly attitude toward its customers, a sympathetic understanding of their problems, courteous treatment and skill in effecting collections will build up a good will for the company which naturally will be reflected through increased sales, which is what the sales department is striving for. The credit department should co-operate with other credit departments in the industry, must give and receive information and should seek co-operative effort in liquidations and bankruptcy.

Now that I have discussed in a measure the position of the credit department and its functional duties, let us turn for a moment to the credit manager himself, who has the power to say "yes" or "no" on an order.

I am reminded of a talk that a very good friend of mine made before a number of credit men. I thought it was so good I am going to quote some of it. He said, "Much has been said about the principles of credit, but very little has been said about the principles of the

* Address delivered before the 57th Annual Convention, National Confectioners Association, New York, June 5, 1940.

ARTHUR L. STANG

passed his bar examination in 1914 and immediately thereafter begin the study of accounting, which he completed three years later. Engaging in credit work shortly thereafter, he has been in his chosen profession for over 20 years, 17 of which he spent with the Cracker Jack Company of Chicago, member of the N.C.A. He has taught both commercial law and advanced accounting for several years in the evening school of the Walton School of Commerce, and since 1933 has been attached to the faculty of Loyola University, Chicago, as an instructor in Credits & Collection and Analysis of Financial Statements.

Mr. Stang has spoken before the convention of Direct Mail Advertisers, Chicago and Milwaukee Associations of Credit Men, and other bodies, and has written a number of articles of interest to the credit fraternity.

credit manager. I have lived intimately with the fraternity for 20 years and it is my final conclusion that the most important factor in extending credit is not the character of the customer but the character of the credit manager. It takes the strongest kind of character to resist those influences which would have us unwarrantedly extend credit. It isn't that we lack information or that we lack good judgment, but it is a fact that under pressure we are frequently persuaded to place our trust in hearsay instead of placing it on factual information, or being warned by lack of it.

"The fine personality of the customer, the need for distribution in a territory, a desire to match competition, our own eagerness to prove a factor in the sale of our products—these things cause us to overlook the rule and I say that this is lack of character. I say that this is an injustice to the house which employs us, to those of our customers who pay their bills, to our profession, to the national economy."

To the Young Men in Credit Work

May I digress here a moment to talk to some of our younger men who seek to make this profession their life's work. That this is the day of the educated man in business, I think no one will deny. Colleges and universities, recognizing that need, have designed courses accordingly.

So to the young man starting out to secure an educational background for entry into the profession, may I suggest this: After completing the usual high school course, go to a recognized college or university and take up such cultural subjects as English, Ancient, Medieval and Modern History. In addition technical subjects necessary to fit you for your profession, such as Economics, Accounting, Auditing, Law, Finance, Principles and Science of Business, Marketing, Salesmanship, Industrial Organization and Management, and the Theory and Practice of The Federal Reserve System.

That educational background, coupled with practical work in a credit department, will ultimately season and fit you to be an honor to yourself, a credit to the fraternity and of inestimable value to the firm you represent. Such a character will soon take on the essentials necessary to a good credit man who should be analytical, capable of resolving problems into their component parts and recognizing the important elements. He should have a judicial mind—a mind capable of weighing problems and rendering a decision. He should be thorough in his investigations, alert for out of ordinary information, firm but not obstinate in his decisions, self-possessed under provocation, patient, resourceful, tactful and have a real

regard for his customer and the salesman. All these qualities taken together make a good credit man.

What policies, then, would such a credit man as I have described use in handling the problems of our industry today. Chapin says credit is regarded as "a power possessed by certain individuals. It is not actually bestowed on one by another, it is not given, it is not granted, except in the sense that by granted we understand that it is conceded to be. It is a quality which we recognize and appraise, just as we recognize and appraise, but do not bestow, the quality of beauty. The borrower offers credit and it is accepted or rejected by the lender according to whether or not the credit is appraised as sufficiently high."

When we sell our merchandise on open terms, then we are merely exchanging money's worth for an implied promise to pay according to our terms of sale. We are perfectly willing to loan our money's worth for a period of thirty days, in order that our customer may in turn distribute that merchandise, which he secured from us in exchange for his implied promise to pay, and have sufficient time to in turn receive his money from his customer or a promise to pay. In other words, the purpose of our acceptance of the customer's offer of credit, is to finance our property into consumptive channels. When that is done the credit terms should be completed and we then should be entitled to our money. That is the true function of credit and is a powerful aid in the promotion of industry.

How can that powerful aid be so harnessed to each of our businesses so that the greatest good may come of it? Let us begin by establishing a credit policy to fit the needs of our business. Here certain factors must be considered: First, what profit margin has the business? Second, is the plant geared for volume sales? Third, what is the mental attitude of the Credit Manager? Fourth, what is competition doing? Fifth, is the merchandise we manufacture monopolistic? Sixth, can the management's policies be made to fit the merchandising needs of the business?

Obviously, a more or less liberal credit policy is to be expected where the profit margin is large. However, where sales are on a narrow margin the credit policy must necessarily be stringent. Where a plant is organized for large scale production, it requires a large volume of sales to keep it running and a much more liberal policy may be adopted, even though the house may, through the acceptance of inferior risks, increase bad debt losses. While the credit manager does not as a rule fix the credit policy of his house, nevertheless the house's policy is definitely affected by the credit manager's attitude.

To explain. One credit man may have an extremely cautious nature; another may be imbued with a gambling spirit and all risks look alike to him; another may be under the impression that his efficiency is measured by a small amount of bad debt losses; another may be governed entirely by some very sad experience he suffered in the past and allow his judgment to be swayed by it. Remember, we are dealing with a human problem and no one of us is perfect. Therefore, I mention that in establishing a credit policy, it is well to look into the mental attitude of the credit manager.

Next, if competition is accepting lower risks, it is reasoned that if competition can be stifled, the additional losses may be justified—if the merchandise manufactured and sold is monopolistic and is in demand, a very strict credit policy may be devised—if at any time it becomes

(Turn to page 34, please)

THE Standard



CITRUS PECTIN *for* CONFECTIONERS

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EDITORIAL

Candy a Food?

AT MIDNIGHT on July 1, the new federal excise—or nuisance—taxes went into effect. Higher levies have been imposed on future manufacture of a score of products, and “floor taxes” were placed on stocks of cigarettes, beer and liquor which retailers had on hand at the close of business, June 30.

Noticeably absent from the list affected by the new tax rates, imposed to raise money for national defense, is confectionery. In former times when the federal government needed extra money and imposed excise taxes on products and services classified under the loose general term of “luxuries” or “amusements,” candy stood high on the list of taxable items.

Implied in the omission of confectionery from the tax list may be a tacit acceptance by our legislators that candy is a food. If so, this indicates that the Industry's efforts to obtain such acceptance by the public and by legislative officials may be bearing fruit at last. Confectionery manufacturers should file this away as evidence to support them against state and local politicians who so frequently seek to include candy in their tax bills by reason of a false conception of the place of candy in the life of John Q. America, and Mrs. America and America, Junior, too.

“M-Day” and Candy

TWO recent articles in widely separated publications give some idea of what may be in store for the Confectionery Industry if this country goes to war. The fact that confectionery is specifically mentioned in both articles shows how important it is *today* that confectionery manufacturers band together in the strongest organization possible, with centralized activities and real leadership.

Writing in *Harper's Magazines* for July, Leo Cherne, executive secretary of the Research Institute of America, a man who has made it his business to study the War Department's industrial mobilization plan, has this to say: “The supply of fuel to industry through the establishment of a “priority” (quotes are ours) system gives to government control over industry a means of restricting the operation of “non-essential” (again, quotes are ours) industries and of continuing those of an essential nature. It has been estimated that the elimination of the manufacture of confectionery, not including ice cream, would relieve 50,000 persons for war work, would release 312,000 tons of coal, 23,000 barrels of oil and gasoline, and 689,000,000 cu. ft. of gas for war uses.”

In the June 21, issue of *Printer's Ink*, an editorial

headed “First Things First” states: “Manufacturers will not compete with each other to hire their competitors' employees, as was done in the last war. The National Defense Board very properly does not wish to see want advertisements designed to drag labor away from “essential” (quotes are ours) industry into jobs such as candy dippers at higher wages.”

We are not among those who believe this country is on the threshold of war, but if war does come this Industry must be prepared as never before to justify its existence. Manufacturers may remember how this same problem arose during the last war. It was only through the continuous vigilance and effort of a few manufacturers that recognition as an “essential” industry was given to candy manufacturing. In fact, the job was so well done that candy was eventually included in army rations. When the time comes, this Industry must present a united front, with all facts ready for immediate presentation, and its case presented by its ablest leaders. Without a doubt, the selling job is going to be tougher this time.

Why Not \$4?

ON AN average day the average drug store takes in \$63. Out of the \$63, the soda fountain takes in \$14. Customers spend \$13 for packaged medicines, \$10 for tobaccos, and \$9 for prescriptions. On the same day they spend \$2 in the photo department, \$3 for candy, \$4 for sundries, and \$8 for toilet articles.

On an average day in an average drug store, 250 customers come in and spend 25 cents each. Of these, 213 have been customers for more than two years, 20 for from one to two years, and 12 for less than one year.

These figures, taken from *Contact*, house magazine of the Nyal Company, indicate there is still room for improvement in the matter of selling candy through drug stores. On the basis of these figures, there is too large a disparity between the \$10 spent for tobacco and the \$3 spent for candy by drug store customers. There is only one reason for this condition. The tobacco and cigarette companies have done a better job of showing drug stores how to sell their stuff than have the candy companies. The figures concerning steadiness of drug store customers are in themselves evidence enough that in the average drug store client you are dealing with a steady customer rather than with a hit-and-miss clientele, indicating that drug store customers are now, or can be made, susceptible to a planned and steady selling campaign. With these facts in mind, it should not be difficult to raise the average amount spent for candy by drug store customers from \$3 to \$4 or even \$6.

S.W.C.A.—

(Continued from page 17)

Address—"What Are the Obligations of Jobbers and Manufacturers to Each Other?" L. S. Heath & Sons representative, Robinson, Ill.

Talks—"Can the Wholesaler Continue to Perform a Satisfactory Selling Service for the Manufacturer if the Price Is Too Low? Can a Manufacturer Stop Price Cutting, Legally?"

Discussion

Talks—"Should a Jobber Pass On His 'Free Goods' or Should He Make the Extra Profit?"

Discussion

Talks—"What Can Jobbers Do Locally to Improve Their Competitive Situation, Without Violating the Law?"

Discussion

Talks—"Whose Responsibility Is It To Take the Lead in Passing and Enforcing Law to Control the Candy Racket? Jobber Manufacture? Traveling Man?"

Discussion

AFTERNOON

12:30—Ladies Luncheon, Rollins College Tea Shop.

1:45 p.m.—Official Closing of Candy Show.

2:00 p.m.—Executive Session Jobbers Only, Howard A. Hanby, presiding.

"Grab Bag of New Ideas." This will consist of new ideas in selling, collections, delivery, turning stock, weekly specials, etc., developed by various jobbers. Prizes for the best ideas submitted.

Open Forum—Presentation and consideration of plans and policies for the association during the next year. Report of Nominating Committee and Election of Officers.

Other Committee Reports.

Adjournment.

Meeting of New Officers and Directors.

EVENING

7:30—Annual Banquet, with Induction of New Officers, Award of Prizes and Trophies, and Floor Show by Courtesy of Corn Products Sales Co., Atlanta, Ga., and Memphis, Tenn.
Annual Ball.

Flavor Group Elects John Beach

Flavoring Extract Manufacturers Association, at its annual convention in Chicago, last month, elected John H. Beach, Seeley & Co., Inc., New York, president for the coming year. Other officers elected include: F. T. Dodge, Dodge & Olcott, New York, first vice president; George M. Chapman, Liquid Carbonic Corp., Chicago, second vice president; William B. Durling, William J. Stange Co., Chicago, third vice president. E. L. Brendlinger, The Dill Co., Norristown, Pa., was elected secretary, and L. P. Symmes, Baker Extract Co., Springfield, Mass., was elected treasurer. John Hall continues as executive secretary and counsel for the group.

George W. McGlynn, treasurer of Magnus, Mabey and Renard, Inc., New York, was recently inducted in the company's 20-year Club at a dinner given in his honor by his associates. Mr. McGlynn was presented with a token of appreciation by Percy C. Magnus, president of the firm.

Crawford Confectionery, Inc., Chicago, was chartered with a capital of 20 shares common par value at \$50. Incorporators are B. Genetos, S. Notes and W. Booras.

Odorless Paint Is Also Fireproof

A new paint product known as "Porce-Tite," a white, waterproof and fireproof paint which gives a white surface and contains no oil, casein or cement, but is a compound of several inorganic materials chemically treated to produce high water-proof qualities is now on the market. It is easily applied with brush or spray, sets in three hours and dries in 12 hours, producing a smooth hard surface which can be washed with paint cleaners and washing compounds without marring or destroying the finish. The manufacturer recommends this paint for use on exterior or interior surfaces such as cement, concrete, face brick, common brick, etc. The paint is economical, absolutely odorless, contains no harmful chemicals, unaffected by most industrial acids or fumes, and does not attract vermin of any kind. A feature is that it expands in setting, thus securing a perfect bond to the surface. It is packed in containers to produce 1/3, 1 and 5 gallons and comes in white only.

CLINIC—

(Continued from page 23)

CODE 7X40

**Chocolate Marshmallows—1 lb.
—65c**

(Purchased in a retail candy store,
Chicago, Ill.)
Sold in bulk.

Coating: Milk.

Color: Good.

Gloss: Fair.

Strings: None.

Taste: Good.

Center: Vanilla Marshmallow.

Color: Good.

Texture: Good.

Taste: Good.

Remarks: A very good dipped marshmallow, well made and good eating, but highly priced at 65c the pound.

CODE 7V40

Assorted Jelly Rings—1 lb.—8½c

(Purchased in a department store,
Chicago, Ill.)
Sold in bulk.

Colors: Good.

Texture: Tough.

Flavors: Fair.

Remarks: The Clinic often wonders how a manufacturer can stay in business and sell candy at this price.

CODE 7W40

Assorted Jellies—1 lb.—65c

(Purchased in a retail candy store,
Chicago, Ill.)
Sold in bulk.

Colors: Good.

Texture: Good.

Flavors: Good.

Remarks: A good eating jelly but high priced at 65c the pound.

CODE 7U40

**Orange & Lemon Slices—1 lb.
—10c**

(Purchased in a 5c & 10c Store,
Chicago, Ill.)
Sold in bulk.

Colors: Good.

Texture: Tough.

Flavors: Fair.

Remarks: Piece was tough and sticky, also lacked flavors. Not a good eating piece of gum work.

COLOR

must be right

Good color in a box of fine chocolates adds greatly to its appetite appeal. Merckens Chocolate Coatings have a rich gloss which makes candies coated with them taste better.



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#1
OIL OF ORANGE**



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to Use
NOTHING
to Add

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ENJOY SOME EVERY DAY!

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444 GRAND AVE., CHICAGO, ILL.

SUPPLY TRADE NEWS

Edgar M. Queeny, president of Monsanto Chemical Co., announced that effective July 1 and until the November election, he will serve his company only half time and will receive only half pay, so that he can devote the balance of his time in behalf of the presidential candidacy of Wendell L. Willkie.

Sugar Exports Highest In 15 Years, Report

Refined sugar exports by the U. S. during the first five months of 1940 reached 80,368 long tons, the highest figure in 15 years, or since 1935 when the shipments for the corresponding period totaled 102,853 long tons, according to Lamborn & Company. The 1940 exports show an increase of 47,303 tons, equivalent to 143 per cent, when compared with the 33,065 tons shipped during the same period in 1939.

A new catalog on photo-micrographic equipment has just been issued by Bausch and Lomb. The brochure contains illustrations and charts on the K camera, J. Photomicrographic Equipment, H. Camera, R. Photomicrographic Equipment, GBP GBVP Equipments and DDE Microscope. It also contains information on optical accessories such as centering nosepiece, substage condensers, huygenian, hyperplane, and ampliplan, ultra-violet optics, ortho-stereo camera and accessories for low-power photomicrography. Included is a price list for photo-micrographic equipment.

Holes in concrete floors and outside drives and walks can be repaired with a new instantly drying 100% pre-mixed repairing material in three minutes, manufactured by Rock-Tred Company, Inc., Chicago. It saves labor expense, time, and eliminates production tie-ups, says the company.

A new booklet has just been issued by Wilson & Company, on "Gelatin Making" which shows how gelatin is made and handled by this firm. It is a colorful and interesting brochure.

The new Silver Anniversary Edition of Lewis-Shepard Engineering Catalog commemorates 25 years service of this company and covers over 175 of the most important items from their extensive line of materials-handling equipment. This 56-page catalog contains about 300 illustrations, diagrams and photographs. A complete index of equipment is published on the inside front cover.

The tentative fair price recommendation for 1940 sugar beet crop was announced by the Sugar Division, U. S. Department of Agriculture and is as follows: 1. Proposes price schedules for the beet purchase agreements used in the different part of the domestic beet sugar producing area. 2. Provides for various changes on the schedules now in use in most parts of the beet area west of the Mississippi River and the extent of these changes is dependent upon the sugar content of the beets and the net return from the sale of the beet sugar extracted for them.

INFESTATION—

(Continued from page 16)

All partitions should be built of single thickness. Double partitions offer a refuge for some insects, as well as rats and mice.

If the manufacturer is spending time and money and is taking a great deal of care to keep his factory free from insects, he has a right to expect that the suppliers of his raw materials (dried fruits, nuts, etc.) will take equal care with the goods which they handle. All raw materials should be free from all forms of insect life on arrival at the factory. This must be considered the ideal towards which to aim in the next few years. At present, however, this happy state of affairs has not been reached, although the nut packers are beginning to supply sterile products.

Cacao beans as they arrive at the factory are usually infested to the extent of 1% or more with either the Cacao moth (*Ephestia elutella*) or the coffee bean weevil (*Araecerus fasciculatus*). If the beans are stored at summer temperature and no precautions are taken to keep down infestation the percentage of infested beans will rise continuously until the bean warehouse becomes a menagerie of flying moths and crawling larvae.

In order to prevent this increasing infestation, rigid control measures are necessary. In the first place, the floors should be kept quite clean and free from broken beans or debris which might act as breeding places. The walls, ceilings and pillars should be treated at least once a year with hot limewash. All cracks should be filled in with water glass and plaster of Paris.

Whenever it is possible to make such arrangements, stock arriving in the winter months should not be mixed with cacao which has been in store during the previous summer, but should be placed on a separate floor. Where possible the stores for cacao beans (and nuts also) should be isolated from the factory proper and should be as far from it as practicable. The ideal is to have only a small conveyor connecting the bean warehouse with the roasting floor. The bean stores should also be separate from nut stores.

The stacks of beans should not be too large; the floor area of individual stacks should not exceed about 300 square feet. No bags should touch the roof or the walls or pillars.

Whenever it is impossible to store cacao beans (and nuts) away from the factory premises, the separate store rooms for these should nevertheless be cut off from other parts of the factory in such a way that insects cannot pass directly into the rest of the building.

The moth usually infesting cacao beans prefers still air. Therefore there should be plenty of cool moving air around the stacks, both in summer and winter. Efficient ventilation may be effected by having sufficient openings in opposite outside walls of the warehouse. Where this is impossible resort may be had to artificial ventilation by means of ducts to give a more or less permanent draft. The stacking should allow as free a passage of air as possible.

More direct methods of controlling insects in the cacao bean warehouse will be considered in the next article in this series. It may be just as well to point out here, however, the importance of birds in the bean stores. If birds are allowed free access to the stacks they will consume thousands of larvae found crawling on the outside of the bags. The author considers this a very important means of insect control and one which will pay dividends many times over. All you have to do is to make it easy for the birds to enter—then watch them go over the stacks with a fine tooth comb.

for July, 1940



The services of our Food Insect-Prevention Department are at your disposal—without cost or obligation. Midland insecticides have been used throughout the Food Industry for more than a third of a century—such acceptance must be deserved!

For Satisfaction and Economy—

ORDER FROM MIDLAND

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MIDLAND Chemical Lab's., Inc.
Dubuque, Iowa

Gentlemen:

Please send (without cost or obligation to us) more information on Insect Control. Our present trouble is with.....

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Type of Insect

Company

Individual..... Title.....

City..... State.....

☐ Have Special Representative Call.



Firm, Glossy Coatings In Hottest Months

This special formula, hard coconut butter resists the deteriorating effect of high temperatures on coatings. Confectionery manufacturers find it invaluable to the appearance and keeping qualities of summer coated goods . . . and are standardizing its use.

COBEE "HIGH TEST" is a dry hard fat—high incipient fusion point—sharp in break—neutral flavor—smooth mixer—easy to work. It is finished at 5 melting points for varying requirements. *Generous Production Samples for Trial Purposes will be sent on request.* (Specify desired temperature for coating. Our recommendation for midsummer sales is "Grade H T-SS".)



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A Finer Vanillin of Exquisite Aroma
An American source of supply that
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Requests for samples on your firm's
letterhead will be promptly answered.

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Interior of Factory

Chocolate Coatings

THAT HAVE
FLAVOR * SMOOTHNESS
UNIFORMITY * QUALITY

HOOTON

CHOCOLATE COMPANY
339-361 NORTH FIFTH STREET, NEWARK, N. J.
ESTABLISHED 1897

CONFECTIONERS' BRIEFS

Erb of Luden's Heads Pennsylvania Association

H. Earl Erb, Luden's, Inc., Reading, was elected president of the Pennsylvania Confectioners Association at the annual convention of the group held at Galen Hall, Wernersville, June 20 to 22. Other officers include: Arthur Echil, D. Goldenberg, Inc., Philadelphia, first vice president; Russell Moedinger, Frantz Candies, Inc., Lancaster, second vice president; John Henry, Dewitt P. Henry Co., Philadelphia, third vice president; and Arthur D. Bacon, Harrisburg, secretary-treasurer. The new executive committee consists of the following: Robert F. Keppel, Keppel & Ruof, Inc., Lancaster; Charles L. Supplee, Frantz Candies, Inc., Lancaster; Harold S. Clark, D. L. Clark Co., Pittsburgh; Walter L. Hardie, Hardie Bros., Inc., Pittsburgh; Harry A. Winterknight, American Caramel, Lancaster; Chester A. Asher, Philadelphia; John A. Bachman, Bachman Chocolate Co., Mount Joy; and John G. Dieter, John C. Dieter & Son, Williamsport. Speakers at the convention were A. M. Kelly, of the National Confectioners Association, and S. S. Riddle, manager of the Bureau of Industrial Relations, Pennsylvania State Chamber of Commerce.

CHICAGO PRODUCTION CLUB STAG AT CLINTON

"A never to be forgotten week end" was enjoyed by 31 members of the Chicago Candy Production Club when they accepted the Clinton Company invitation, June 21-23 to spend the week-end on the company's houseboat, "The Idler." The members met at the Colonial Inn, Grand Detour, Ill., where they were joined by Messrs. A. G. Junge, H. Bendixen, Paul Stern and Ray Mikkelsen of the Clinton Co.

After lunch on Saturday at the Clinton Country Club members of the Club and the Clinton Co. participated in a Golf Tournament. All scores were based on blind bogey and 31 very fine prizes were distributed. Among the prize winners were: H. Nickelsen, a fountain pen desk set; R. Wagner, a fishing rod, Maurice Finder, gladstone bag; Walter Kraft, an electric clock; Ray Mikkelsen, a golf umbrella and G. P. Goebel, a golf bag.

The party returned to the houseboat for dinner where entertainment was furnished by the entire ensemble.

The following members of the Production Club and friends attended the party at Clinton: John E. Clarke, J. M. Connors, George W. Eddington, Alex Fisher, George P. Goebel, Howard Ihrig, Walter Kraft, Lloyd Latten, R. G. Moench, R. N. Rolleston, Max Schwartz, Fred Streit, H. J. Thurber, George Urban, Walter Wetterer, Walter Whitehead, Maurice Finder and George Heath.

The tenth Annual Golf Outing of the Chicago Candy Production Club will be held at Kildeer Country Club, Long Grove, Ill., August 15. This Golf Outing is open to confectioners and friends of the allied industries. Many beautiful prizes will be distributed, all on blind bogey scores.

J. B. Haviland, who has been active as a specialist in candy manufacturing, working as a factory superintendent and efficiency expert for the past 40 years, died on June 15. Mr. Haviland had worked for the leading

confectionery manufacturers in America during his time, including such well-known firms as National Candy Co., Paul Beich Company, and many others. Since last February he was with the Matzger Chocolate Company, San Francisco, Cal. Surviving is his widow, Anne Haviland, of Cincinnati, Ohio.

New York Manufacturers Start "Sweetest Day" Plans

The Association of Manufacturers of Confectionery and Chocolate of the State of New York are making preparations for the celebration of Sweetest Day on October 19 and it is expected that in the very near future committees will be appointed to formulate plans for the proper celebration of Sweetest Day. The Association should soon receive suggestions from Mr. Hinson, father of Sweetest Day, and it is expected by starting activities much earlier in New York a larger showing will be made than in 1939. The day at the World's Fair will receive greater consideration than last year.

Price Candy Company, Kansas City, Missouri, has established two new plants in the Gimbel stores in Pittsburgh and Milwaukee. The Pittsburgh operations include three restaurants with a seating capacity of 750 persons and a candy department and retail bakery. The new units are in conformity with the policy of the company of operating candy departments, tearooms and soda fountains in department stores with a gross business of at least 10 million dollars. Charles H. Price is chairman of the board of the Kansas City Company.

The Allen Candy Mfg. Company, Weatherly, Pennsylvania, recently elected B. W. Druckenmiller, president and treasurer, Harold Fortwangler, general manager, and Marshall Winters, secretary. The following directors were elected: B. W. Druckenmiller, A. J. Hoegg, Harold Fortwanger, Joel Leininger, Dr. Stanley Druckenmiller. The staff of salesmen has been increased to five with new territories being added, which take in the states of New York, Maryland, Virginia and West Virginia.

Mrs. Conley Candy Company, Pittsburgh, Pennsylvania, has been incorporated for the manufacture and sale of candy. The incorporators are John E. Conley, Chester W. Nichols and Katherine B. Conley.

Thurk Candy Company, Inc., Clintonville, Wisconsin, has incorporated with a capital of 1000 shares at \$10 each. Incorporators are Gordon Thurk, Robert Thorpe, and Ken Thorpe.

Flora Mir Stores, Brooklyn, New York, is putting in new air conditioning equipment and laying out their plant along new lines.

Evanston Hut, Inc., Evanston, Illinois, was recently chartered for confectionery business with capital of 10 shares common p. v. at \$100 a share. Incorporators are S. Zeal, I. Zeal and H. F. Cokliss.

Aleck Abrahamson, sales manager of Sweets Company of America, Inc., Hoboken, N. J., has been elected vice president of the company by the board of directors, it was announced recently by Bernard A. Rubin, president. Mr. Abrahamson retains his sales managership.

for July, 1940

BURRELL BATCH ROLLER BELTS

BIGGEST
VALUES!



DOUBLE EDGE
DOUBLE WEAR

TO GIVE YOU the biggest value in Batch Roller Belts — with longer wearing service—BURRELL belts are constructed with patented re-enforced edges—double thickness of fabric plus heavy binding and extra stitching where the wear occurs. Made from specially woven fabric. Yet they cost you no more. Here's belt money value!

BURRELL BELTING CO.

401 S. HERMITAGE AVE. - - - - - CHICAGO
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SPECIALISTS IN AIR CONDITIONING FOR CANDY MANUFACTURERS

ECONOMY Engineers have gained experience by observing ECONOMY Installations in every type of candy manufacturing plant, both large and small, handling all types of goods. This experience assures you that ECONOMY units are the correct type for any particular job.

Whatever your air conditioning or chocolate cooling problem may be, why not have an ECONOMY Engineer survey your plant and present facts and figures on an ECONOMY unit to fit your exact need. Write or phone at once for prompt action.

ECONOMY EQUIPMENT COMPANY, INC.

223 N. Wolcott Ave., CHICAGO
NEW YORK, 152 W. 42nd St. LOS ANGELES, 2100 E. Vernon Ave.

BOOKS YOU SHOULD KNOW ABOUT

All About Candy!

SWEET MANUFACTURE

By N. F. Searborough, A.M.I., Mech. E.-----\$3.25
A practical up-to-date book on sugar confectionery. CON-
TENTS: Raw Materials; Sugar Boilings; Caramels, Toffees,
Fudges and Nougats; Jellies and Gums; Chocolate, etc., etc.

FRUIT PECTINS

Their Chemical Behavior & Jellying Properties

By C. L. Hinton, F.C.I.-----\$1.75
This report is based on work carried out during a period of
several years. It will be of real value to those who are
working on the many problems associated with pectin.

HANDBOOK OF FOOD MANUFACTURE

By Dr. F. Flene & S. Blumenthal.-----\$6.00
A collection of practical tested formulae, descriptions and
analysis of raw materials for the confection, ice cream,
condiment, baking, beverage, essence, flour, preserving,
salad dressing and allied industries.

FOOD INDUSTRIES MANUAL

Compiled by well known authorities.-----\$4.00

A technical and commercial compendium on the manufacture,
preserving, packing and storage of all food products. Con-
tains a section on sugar, confectionery, candy, chocolate,
jams, jellies.

CAKE MAKING AND SMALL GOODS PRODUCTION

By James Stewart & Edmund B. Bennison, M.Sc.-----\$6.00

This book contains chapters on Baking of Confectionery
Goods, Preparation of Fondants, Confectionery Making Ma-
chinery, Flours used in Confectionery, Moistening Agents,
Eggs, Sugars, Chemical Aeration, Flavorings, Essences
and Essential Oils, Spices, Colors and Coloring Matters,
Nuts Used in Confectionery, etc.

CHEMICAL FORMULARY

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Thousands of practical formulae. A condensed collection of
new, valuable, timely modern formulae for making thou-
sands of products in all fields of industry. Volume I \$6.00,
Volume II \$6.00, Volume III \$6.00, Volume IV \$5.00. Each
volume is different. There are many formulas on candies,
flavors and allied products.

STRAWBERRY No. 9392



This is Strawberry Time, and to achieve that
true, summery flavor for your

HARD CANDIES, JELLIES and CREAM WORK

You will want to investigate this J.B.L. Strawberry, No. 9392.
It is so truly blended that you will have difficulty telling it from
the real thing.

Write for Working Sample

James B. Long & Company, Inc.
Chicago New York
818 N. Franklin St. 415 Greenwich St.

STANG—

(Continued from page 25)

necessary to quickly move merchandise it may be neces-
sary to expand the credit policy to prevent possible loss;
if a new product is being manufactured it may be neces-
sary, in order to get distribution, to lower our credit
standards to get the merchandise into as many consump-
tive channels as is possible.

From what I have said, credit managing is not a fixed
science. The best managed credit department is the one
whose policy can be elastic enough to meet all needs and
sufficiently safe to establish maximum profits. With the
establishment of a credit policy, taking into consideration
the factors I have just discussed, it is necessary to fix
a collection policy. Credit and collections are so closely
allied that the latter is considered a complement of the
former.

The collection problem should be carefully analyzed
and the policy adopted by the management made to con-
form to the marketing plan. For example, some houses
because of their size and prestige or demand for their
goods may attract A-1 risks; others will have to find their
markets among, let us say, second grade customers; still
others will have to find their markets among a still in-
ferior grade of risks. Competition will also play an im-
portant part in influencing any collection policy. We
have seen that "competition" enters into a credit policy.
Competition enters into the more serious problems of
returned goods. This latter problem is not only a serious
and disturbing factor in the conduct of our industry, but
is also one of considerable economic waste.

Can we individually and truthfully say that the fault
lies entirely with the customer that we sell? Oh, I know
that in a great many cases it does, but an examination of
the returned goods report issued by our Secretary's office
"of claims on returned goods, which the reporting mem-
ber regards as unjustified," reveals an interesting situa-
tion.

Of 41 customers who returned goods on the April 29,
1940, report, 23 returned goods because "spoiled in cus-
tomer's stock"; 12 "made no effort to sell"; seven "re-
turned without authority—no reason given." Only one
of that report stated that it was the customer's error in
ordering—that he did not usually return goods.

Might I suggest that while the jobber may have or-
dered the merchandise primarily, could it be possible that
he was induced to buy a number of deals that he didn't
really want because of high pressure selling methods and
the hope of increased profit? I know what you are going
to say. "Well, he didn't have to take it." That is true,
but the jobber is just as human as we are, and knowing

Ever seeking to improve cocoa and chocolate equipment



IT IS natural that the name of LEHMANN appears so often
in relation to the development of machinery for refining
cocoa and chocolate, because LEHMANN has maintained a
leading position in that field for more than 100 years. With
such a background our efficient organization of designers
and engineers always is seeking to improve on existing
methods and practices. Their knowl-
edge and experience are freely
available to manufacturers who
have the same thought in mind.

J. M. LEHMANN COMPANY, Inc.

250 West Broadway

New York, N. Y.

Factory: Lyndhurst, N. J.



The Standard for Quality in
Machinery Since 1834

THE NEW GREER REFRIGERATED COLD SLAB

FOR BOTTOMING ATTACHMENTS

Cold at All Times — No Water Used — Temperature Easily Regulated

A SELF CONTAINED UNIT

WRITE FOR FULL PARTICULARS

J. W. GREER COMPANY, 119 Windsor St., Cambridge, Mass.

the salesman and the house very well he just couldn't find it in his heart to turn the salesman down. Or could it be the demand was not there? Wouldn't you therefore be willing to admit that the fault is partly yours?

Modern business is constantly pressing for increased sales, new outlets, and in the scramble to show a larger volume than last year, deals are formulated, prizes offered, discounts given, and when the jobber finally comes out of his daze and lands on his feet, he has more merchandise on his shelves than he can sell in six months, to say nothing of 30 days.

The credit department knows this because they have to try and collect his bill. Now, I realize that it is an impossible task for one person to glibly say, "I have a solution for that trouble," but we do know that trade associations, better business bureaus, etc., are seriously studying the problem. The credit department can only offer its aid in trying to educate the customer to live up to his obligations.

The constant pressure for increased business creates another disturbing factor with which your credit department has to try to cope. That is the taking of unearned cash discounts. In order to understand the theory of cash discounts, let us go back briefly and look into its history.

CONFECTIONERY BROKERS

DONALD A. IKELER

2029 E. Main Street

KALAMAZOO, MICHIGAN

Territory: Michigan

H. L. BLACKWELL COMPANY

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Territory: Texas, New Mexico and Arizona

JAS. M. ROTHSCHILD CO.

1020 Fourth Avenue, S.

SEATTLE, WASHINGTON

Territory: Pacific Northwest Trading Area.

MALCOLM S. CLARK CO.

332 VIRGINIA AVE., SAN FRANCISCO, CAL.

923 E. 3RD ST., LOS ANGELES, CAL.

1238 N.W. GLISAN ST., PORTLAND, ORE.

Territory: Calif., Ore., Wash., Ariz., W. Nev., N. Idaho & Hawaiian Islands

Immediately after the Civil War our nation was gradually emerging from an agricultural to an industrial nation. Wealth and banks were scarce and new business had to be financed in part by sellers. Hence, terms of sale of six months were not uncommon with a cash discount of six to eight percent.

As transportation facilities improved and banks became more numerous and eager to finance new businesses, creditors had less confidence in their buyers because they scarcely now ever saw them. Naturally the tendency was to shorten the terms of sale and lower the discount for cash. As business became more and more competitive, profit margins became narrowed so that finally a smaller cash discount was offered, until today the tendency is slowly growing to still shorten the credit period.

(To be concluded next month)

WHICH ONE

IS BOTHERING YOU?

Spoilage of raw materials—Machines that clog and jam—Quality that fluctuates—Candies that don't set up properly.

If any of these money-wasters is a problem in your plant, improper temperature and humidity are at fault. But why put up with these handicaps when Sturtevant Air Conditioning will help you overcome them.

Plants like Wilbur Suchard, American Mint Co., Hardy Brothers, Inc., Miller and Hollis, and many other concerns in the confectionery field have eliminated these difficulties. Let us show you how Sturtevant Air Conditioning can end indoor air troubles for you. Our years of air conditioning experience are at your service.

The Cooling and Air Conditioning Div. B. F. Sturtevant Company
HYDE PARK, BOSTON, MASS.

Atlanta Camden Chicago Greensboro Los Angeles New York

Sturtevant

Air Conditioning

FOR BETTER PRODUCTS AT LESS COST

Two "MUSTS" in Bar Wrapping

✓ Economy

✓ Salability



With a narrow margin of profit on each article sold, chocolate and candy bar manufacturers must keep a sharp eye on costs. At the same time, with competition as keen as it is, wrapping must be neat and smart — designed for sales.

Here's a significant fact: Our machines wrap 90% of all the bar goods produced in this country — proof that they offer *the most distinctive wrapping at the lowest possible cost.*

Model CA-2 — One of our most popular bar wrapping machines

This machine wraps bars with square or beveled edges, bars with almonds or peanuts, bars with rounded ends, etc. Adjustable for a wide range of sizes and shapes — wraps very thin, flat articles as well as the conventional type of rectangular bar.

The CA-2 will handle many different styles of wrapping, using any type of wrapping material.

Encloses the article in either a single wrapper, or a combination type wrapper (for example, an inner wrapper of foil with an outer printed paper band). Printed material may be fed from a roll and registered accurately by Electric Eye, offering a large saving over the cost of cut-to-size sheets.

The machine may be equipped to insert one or more cards or leaflets into the wrapping, if desired, and can also apply an *easy-opening tape.*

Install Now for Fall Savings

The savings made by the CA-2 usually pay for the cost of the machine in less than a year. If installed now, it would start paying for itself with your fall business. The attractiveness of the wrapping it produces is a real selling advantage.

Consult our nearest office.

Write for Literature

PACKAGE MACHINERY COMPANY, Springfield, Massachusetts

NEW YORK

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CLEVELAND

LOS ANGELES

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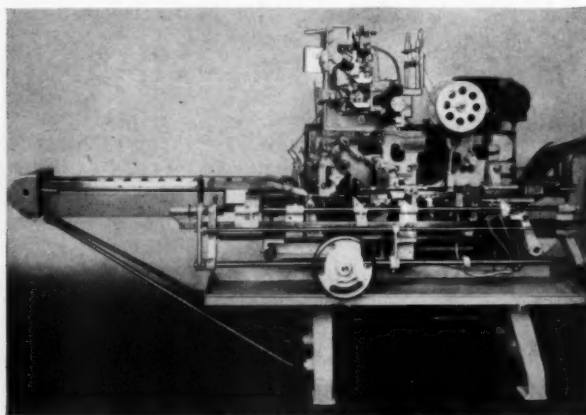
Mexico, D. F.: Agencia Comercial Anahuac, Apartado 2303

Buenos Aires, Argentina: David H. Orton, Maipu 231

Peterborough, England: Baker Perkins, Ltd.

Melbourne, Australia: Baker Perkins, Pty., Ltd.

A few of the well-known products wrapped on our Model CA-2 machine shown at right



PACKAGE MACHINERY COMPANY

Over a Quarter Billion Packages per day are wrapped on our Machines

CANDY PACKAGING

DEVOTED TO BETTER PACKAGING AND MERCHANDISING METHODS

Selecting and Developing SALES PERSONNEL



Morris I. Pickus

DURING the past 12 years I have had an opportunity to contact and work with over 1,000 firms and have talked personally with over 25,000 salesmen representing these companies.

During this time I have had an opportunity to listen to hundreds of opinions of sales executives and salesmen alike, giving me their ideas on what constitutes good selling, how to select a man, how to develop a man, and their solution

to the all important problem of making a profit through the use of salesmanship.

First-hand contacts have shown me that 90% of the salesmen in America are poor salesmen. Poor for two reasons—1. Because they don't make as much money as they should. From what I have been told about the candy business, by several of your associates, there is some disagreement as to how much they could make. 2. They are poor because they are rank amateurs in a type of work that is highly professional.

Ninety per cent of the salesmen in America are poor salesmen and I do not put the entire blame on them. I believe that the major portion of the blame rests on the management. The reason that we have poor salesmen is because we have poor sales managers, and when I say "poor sales managers" I mean it specifically in the sense of their being poor teachers.

Why is the average sales manager a poor teacher? There are several answers. An investigation into his background, his environment and how he got to the job of salesmanager will reveal many clues. Some sales managers do not consider that their job is essentially one of teaching. Top management in many companies does not consider sales development as a No. 1 *must* in their program.

When we look under the veneer, we find that management has only one yardstick by which it measures all operations: What is the net figure on the bottom line?

By **MORRIS I. PICKUS***

President, Personnel Institute, Inc., Chicago

Top management continually presses the sales department to produce volume on a profitable basis and to continue to lower the marketing cost.

The average sales executive has a "Sword of Damocles" suspended by a thread over his head. I know of an internationally-known company doing a volume in excess of 80 million dollars a year that has had five vice presidents in charge of sales in less than 4 years.

Because the sales manager is under this terrific pressure, he as a rule, can not, will not and does not build with an eye to the future or lend a ready ear to the need for a long continuous comprehensive development program. This short-sighted, but apparently practical viewpoint, has resulted in the expedient policy of chopping off heads when anything is wrong. For some reason, it is usually the sales department that gets it in the neck. The sales department accords the same kind of treatment to the sales force. Instead of rearing the salesmen like a hot-house orchid, in most companies the salesman is a common variety of dandelion; they either produce or are rooted out.

That is a kaleidoscopic picture of the way in which the majority of firms operated in what I call the "Terrible Thirties." They were terrible in the sense of the untold millions of dollars wasted in mismanagement and improper use of man power.

Walter Hoving, in his new book called "Your Career In Business" says, "The thing management knows least about is how to use its people. There is no blinking the fact that the average young man and woman in search of a job will probably not be intelligently used, or intelligently analyzed, to find out where he can best be used. He will, in the vast majority of cases, be put in on a hit-or-miss basis, wherever there is a vacancy to be filled, and if he does not make good in that particular place he will be let out.

"Management has not progressed, except in a few isolated instances, to the point where it can utilize the capabilities of employees in the most intelligent way. It is my firm conviction that if we could rescrumble all

* Address delivered before the 57th Annual Convention, National Confectioners Association, New York, June 4, 1940.

MORRIS I. PICKUS

president of The Personnel Institute, Chicago, has a nation-wide reputation as a sales consultant and selector of personnel. He has hired and developed sales representatives for many of America's best known firms, and has personally worked with over 25,000 salesmen and executives in varied lines of business.

Mr. Pickus and his Institute represent the results of over 15 years of research in personnel problems as they affect the management and merchandising ends of modern business. He has given practical aid to thousands of young men and women embarking on sales careers, and is considered one of the most dynamic speakers on the business platform today.

the people in American business today, putting them in the right spots, where they could do the work for which they are best fitted, there would be such an improvement in business efficiency that the boom of 1929 would look, in comparison, like child's play.

"But instead of this, we have a tragic waste of manpower, frequently misdirected, of people struggling with jobs for which they are not equipped, while the talents and capabilities which would be of enormous value to the business world, become atrophied from lack of productive use. Economic waste. Waste of ability. Waste of effort. Waste of human beings."

Today, as a result of the depression, as a result of the need for lowering the cost of distribution, management has begun to realize that the mathematical type of mind is also very important, occupying relatively as important a position as the man-to-man relationship or emotional type of sales management that we had in the past.

Now, what is this thing called the "scientific approach." Does it mean that the selection and development of men can be reduced to an exact science? Does it mean that business will be operated by exact formulas? The answer is "No."

Most of us, when we say that something is scientific, or that it is a science, are looking at the *end results*, rather than the method. Physiology is a science, botany is a science, but believe it or not, medicine is not a

science. It is an art—an art that applies scientific facts and principles. In the same sense, business can not be a science. Business is an Art that must introduce scientific principles and a scientific method of approach to problems in order to lower the cost of distribution.

As many of you know, the 20th Century Fund has just published the results of a research costing several hundred thousands of dollars on the broad subject of marketing and distribution. They point out that distribution costs are excessive. That it costs 41% to manufacture, on the average, and 59% to sell.

Obviously, the only way to make more profit in the average business, assuming that production costs are down to an absolute minimum, is to introduce some new technique into the distribution process.

And so today, in the business world, we hear about a new scientific approach to the problem of the selection and development of sales personnel. That approach is known as APTITUDE TESTING, a descriptive phrase about which you will hear more and more as business becomes more acquainted with its possibilities.

Most business executives think of aptitude tests as intelligence tests, or what is more popularly known as I. Q. tests. As a matter of fact, basic aptitudes have very little to do with intelligence, and, in the sales field, we have found that general intelligence has very little to do in some lines of business, with high records of production. In fact, many times a salesman can be too smart, and have too much intelligence, so that he can almost figure out why he *shouldn't* sell the product instead of why he *should* sell it. In certain lines of business we find men with low mental ability doing a marvelous job as salesmen.

Business people as a whole apparently have little recognition of the fact that promotion begins when you hire a man, and, therefore, in a sense, every executive in your company had his promotion determined when he was employed as a beginner many years ago. It is an acknowledged fact that executives in many of our companies are at the top because they have grown from the group up.

The best way for me to show you what aptitudes are and how they work is to show you an aptitude report of two office boys. I choose this report, because the office

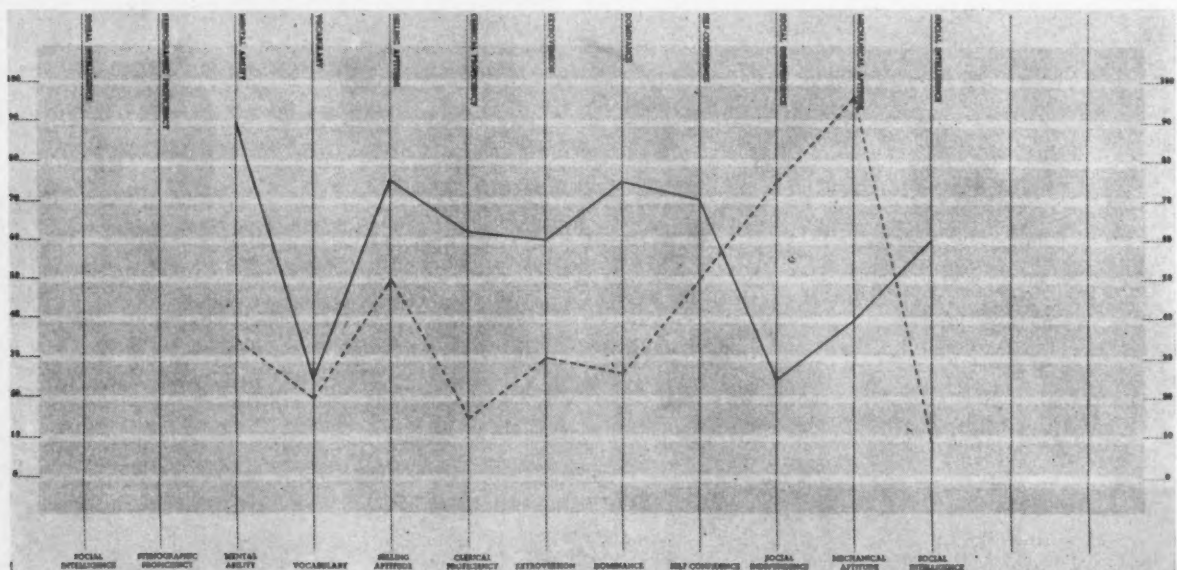
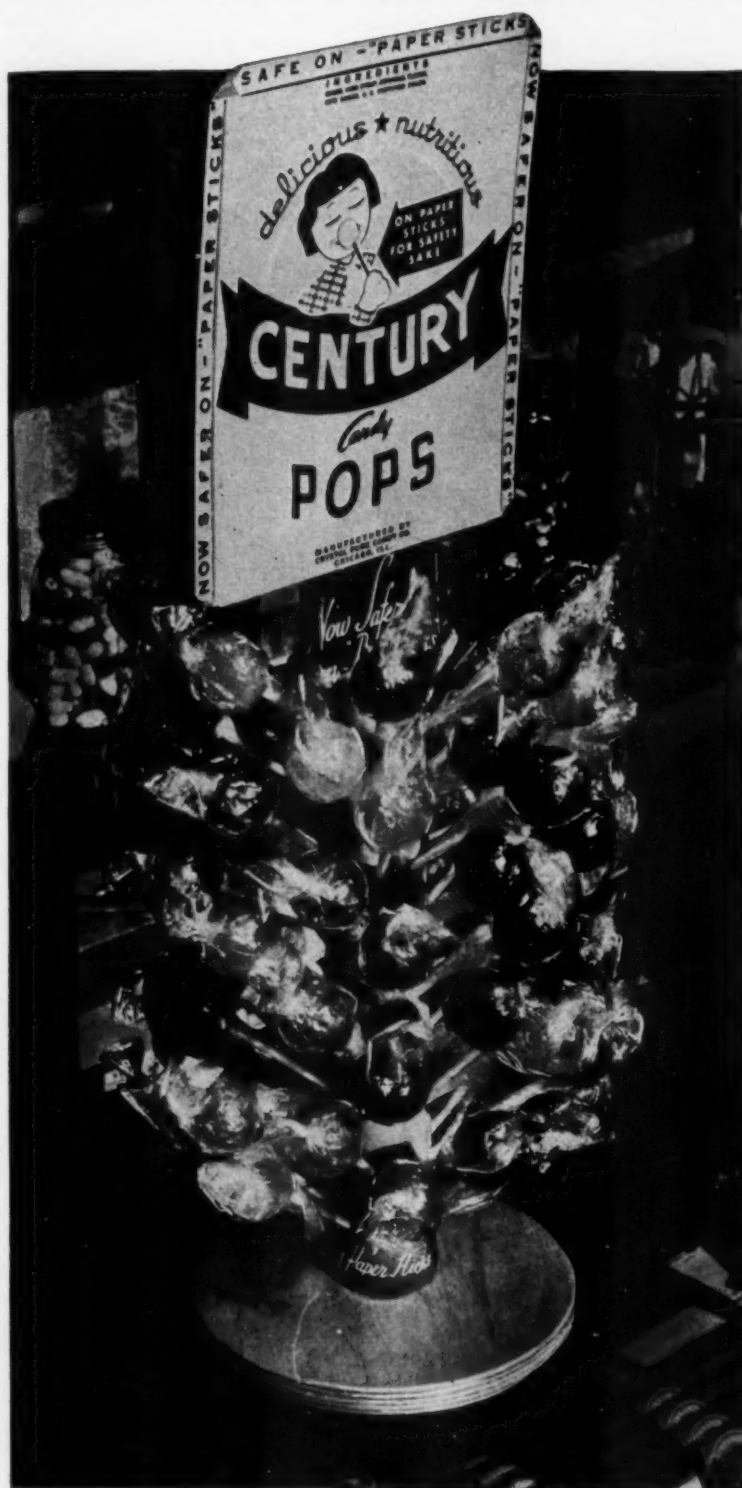


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WINNING THE DISPLAY THAT STEPS UP HARD CANDY SALES IN SUMMER



HERE'S how Crystal Pure Candy Company have licked the bug-aboo of hot weather in selling their safety candy pops. In individual wraps of "Cellophane" cellulose film, these candies don't get sticky. They can be openly displayed. Moreover, they get *preferred* display, because dealers know "Cellophane" wrapped items sell faster . . . mean quicker turnover, quicker profits.

The bright sparkle of "Cellophane" attracts shoppers' quick attention. Its 100% visibility and assurance of cleanliness tempt them to buy. That's why "Cellophane" cellulose film plays an important part in the merchandising plans of so many candy manufacturers today.

PACKAGING IDEAS:

► We'll gladly help you work out new packaging ideas for your line. There's no obligation. Just write to: "Cellophane" Division, Du Pont, Wilmington, Delaware.

Cellophane

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boy may become the president of the company.

After these boys had been interviewed and finally selected as being logical applicants for the job, they were given the tests. Then the tests are sent to our offices, we scored them and issued the report.

In a great many companies thousands of young men are buried alive because of lack of critical insight on the part of their immediate superior. In other words, if the immediate superior of the office boy has good judgment, he knows what department to put the boy in—whether he should stay in the office, go into the factory, or go into sales. But in far too many companies, either the immediate superior is too busy or just lacks the ability to evaluate critically the aptitudes of the office boy.

Now let us see what happens. In this particular instance Smith is 21 years old, Jones is 19 years old; they are both high school graduates.

Tests Given for Various Factors

The first test that was given was a test of mental ability. By mental ability we do not mean a test of I. Q. or intelligence quotient. In this case mental ability really means "mental agility." By that we mean—"What do you do with what you know?"—rather than "How much do you know?" Jones scored in the 90th percentile and Smith scored in the 33rd percentile. In the olden days the Psychologist would have stopped and hired Jones because he scored higher than Smith.

Our experience has shown us that one test by itself does not mean very much. All that this test represents is the fact that Smith will learn slower than Jones and, therefore, if you hire Smith, be patient with him as he will need more repetition. If you hire Jones, he may learn quickly, but watch out, because he may be a flash in the pan.

The second test which they were given was a test of vocabulary and lo and behold, Jones who scored at the 90th percentile on mental ability, dropped down to the 25th percentile on vocabulary. In other words, he was not much better than Smith, who scored in the 20th percentile.

These scores then, show a definite area of weakness in both boys. We believe it is the duty of management to develop its people. Today you must be more interested than ever in their development. What they do off the job is as important as what they do on the job.

If both these boys are hired, it is the duty of management to see that they are sent to school, or study the dictionary, or do something to build up their vocabularies.

The next test we gave was a test of selling aptitude, which we have standardized on 15,000 salesmen. The low score is at the 75th percentile level. This is a test to determine whether a man will work because no matter how smart he is, successful salesmen have to work. Mr. Jones scored in the 75th percentile, which is just at the minimum and Mr. Smith scored in the 50th percentile. Smith, as you note, dropped way down to the 15th percentile, which is a low score and Jones scored a little above average.

When a man succeeds on a job he succeeds for at least two reasons—one is because he has a natural aptitude for the work, likes the job and is happy in it. The other is because he is well adjusted personally and can get along with people on the job. In other words, the personality of the individual is just as important as his aptitude. If he fails, it is because he either has not the right aptitude for the job or because he is personally maladjusted.

So, we determine their personality trait integration comprising extroversion, dominance, self-confidence and social independence. Salesmen who are successful usually score high in extroversion, high in dominance, high in self-confidence and low in social independence.

A good salesman should be socially dependent and should depend upon people and like them. You will note that the first place that Smith crossed Jones on the chart is on this trait of social independence—he was 50 percentile scores higher. This means that he can work better by himself than he can with other people.

The next test was one of mechanical aptitude and you will notice that Mr. Smith, who has scored low all along, jumps up to the 95th percentile on mechanical aptitude and then he dropped down to the 8th percentile on social intelligence. By social intelligence we mean observation of human behavior, memory for names and faces, and, in general, how to get along with people.

As a result, we recommended Mr. Smith for a job in the factory and we recommended Mr. Jones for a job in the office. We did not consider that either one had basic natural aptitudes and personality traits that would fit them for the sales department.

Tests for English Candy Manufacturer

In December, 1937, as a result of an article published in *Sales Management*, we received an inquiry from Mr. F. E. Mars of Mars Confections, Limited, of England. He wanted to know if we could test some of their men and, if so, he would select a half dozen of their own salesmen for testing, not telling us anything about them. He wanted to determine whether our tests could discriminate between the average salesman and the below average salesmen.

Since they started experimenting with us in 1938, we have worked with Mars for over two years and have written over 66 reports. About two months ago Mr. Mars visited our offices in Chicago and told our Dr. Solomon that we had only missed on one man out of the 66 men tested.

Now what do these aptitude tests look like?

This battery, or group of tests, requires about five hours to administer. The questions are all written. An individual can take the test himself if he is honest and adheres to the time limits, or the test can be sent anywhere in the world and administered under supervision. They are then returned to Chicago, evaluated by competent psychologists and a specific report is written.

Many times you hire a good man and he doesn't stay with you. Many times an able man will move around, because the management does not know the real ability that that individual possesses. As a result, instead of concentrating and using their abilities with the company for whom they first started to work, they sometimes dissipate these abilities by moving around restlessly from company to company, until ultimately they become a square peg in a round hole.

At the American Management Association meeting about six weeks ago, I heard Mr. Chapman of your association deliver one of the most important talks of the day. He touched briefly the problem of selection. If I am quoting correctly, he said that their method was to hire young men, put them into the factory as regular candy makers, then obtain reports from the superintendents or the foremen as to their progress. If they are good candy makers and they get along with the foreman, the chances are that they ultimately might make good candy salesmen. Someone asked him how many made

good, and I believe he said that two out of five failed.

I am not questioning that method, but I do believe that if the young men were first given aptitude tests, the management would have a better way of not only evaluating the man's possibilities, but of determining whether he should be hired in the first place.

Few Companies Can "Measure" A Man

Very few companies have a yardstick for measuring men. It's all a question of individual personal opinion and judgment. Usually every branch manager or sales manager executive considers himself a pretty good judge of men. Individual judgment is subjective. Aptitude testing is objective. Neither one is a substitute for the other. Together they are bound to be better than if used by themselves or separately.

Aptitude testing is a method of measurement. It is the scientific approach to this whole problem of selection.

Today, management is trying to find out where men break down and whether they have the type of men who are able to receive and follow out instructions.

Aptitude tests applied to business are only a yardstick to aid management in determining *what* they have to work with, and how to get the best out of what they have. Because aptitude tests applied to business are only a yardstick, the real value comes from their intelligent use and application. Today, one of the reasons why marketing costs are so high is because management does not use what it has already available in its man-power.

For example, if a manufacturer of an engine found that a certain kind of metal caused a defect in the engine, he certainly would not use that kind of metal again in the construction of the engine. And yet, in the selection and development of personnel, every organization is usually divided as follows: In the average sales force there is a high 20%, an average 60% and a low 20%.

The low 20% costs the company money and gives you the biggest headaches.

Many companies realize the fact but continue to hire the same percentage of the low 20% instead of setting up standards for obtaining less defective material in their own sales engines.

Management today realizes that the time has come to make a thorough study of the reasons for failure and the reasons for success in its personnel in an attempt to eliminate the reasons for failure.

Our experience has been that the average executive cannot really tell you why his men fail. We do not have enough skilled observers in the sales management field. In one large company, one key executive was trying to

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CANDY manufacturers both large and small prefer **IDEAL WRAPPING MACHINES** because they provide the economies of fast handling along with dependable, uninterrupted operation. In use the world over, **IDEAL** Machines are building a service record that stands unmatched and unchallenged! Our unqualified guarantee is your protection. Two models available: **SENIOR MODEL** wraps 160 pieces per minute; the new **High Speed Special Model** wraps 325 to 425 pieces per minute. Investigation will prove these machines are adapted to your most exacting requirements.



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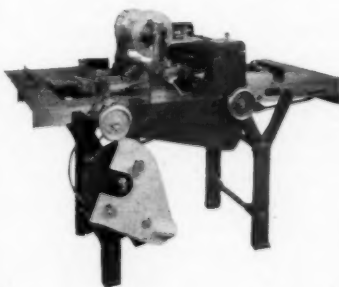
CANDY IS DELICIOUS FOOD
ENJOY SOME EVERY DAY

have a man fired while another executive was at the same time recommending him for promotion!

This problem of marketing your merchandise and of establishing new techniques to lower the cost of distribution is highly important. Is the candy manufacturer's executive who sells the syndicate, variety stores, large chain stores a better salesman than the fellow peddling off a candy truck, or is he just a big shot from the home office with a special price? Does it take a different kind of selling to do detail work calling on the retailer than it does calling on the jobber, and if so, can this difference be measured?

One nationally known candy company operating about 100 salesmen estimates that it costs them between \$500 and \$1000 to select and put a man into the field, and the percentage of men they hire that are above average is very low.

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of CANDY PACKAGING

Machinery, Materials, Supplies

Check the items for which you are, or will soon be, in the market, and we will see that you are supplied with complete information about them, or that a salesman contacts you.

"CANDY PACKAGING"

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THE MANUFACTURING CONFECTIONER

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71 W. 23rd Street, New York

MACHINERY

Bag Making and Filling
Cartoning
Printer, Carton
Sealing
Sheet Cutters
Stitcher, Carton
Staplers
Tying
Wrapping
Bar
Box
Individual
Open Boats (Group)
Pop

MATERIALS & SUPPLIES

Bags
Cellophane
Glassine
Pliofilm
Wax Paper
Other

Baskets
(Specify Type)

Boxes
Folding
Heart
Metal
Novelty
Set-Up

Box Findings
Cups
Dividers
Doilies
Lace
Liners
Padding

Cans

Cartons, Shipping

Egg
(Specify Size and Type)

Jars, Glass

Lithography

Papers, Wraps, Etc.

Avenized
Coated
Dipping
Foil
Glassine
Novelty
Parchment
Pliofilm
Shredded
Tissue
Transparent Cellulose
Waxed

Re-Use Containers (Specify Type)

Sales Aids

Display Containers
Display Materials
Display Racks
Novelties and Toys
Premiums
Sales Boards
Salesmen's Cases
Show Cases

Sticks, Sucker

Trimnings

Cellulose Tape
Cord
Labels
Ribbon
Seals

Miscellaneous Items

☐ Have Salesman Call

☐ Send Information, Prices, Etc.

Company

Street

City State

By

Note: This request must bear the name of the firm and must be signed by the authorized purchasing agent or an officer of the firm. If an individual firm, by the owner.

The important factor for success, however, is selection. Development and training are always secondary to selection, and, therefore, in the consideration of a development program, the first, and certainly, the most important step is to have some sort of a sound selection program. The first step in the program is what we call "P. E.," or personnel evaluation; the second step in the program is personal development, or "P. D." It has been our experience that the development of sales personnel is assuming increasing importance in the eyes of management.

Many years ago a sales manager was merely a detail man who carried out the orders of top management. Today sales managers are on the board of directors and become vice-presidents of many companies.

In large companies, today, there is a vice president in charge of industrial relations, and in these "Fertile Forties" there will be a vice-president in charge of education. This executive will be in charge of all selection and development. Management will increase their budget for this essential business building necessity.

I know of a concern that spends \$1,700,000 a year on advertising, but has no budget at all for training their men. I prophesy that the day will come when management will spend between \$300 and \$500 a year per man in order to keep him tuned up to the times and completely professional.

Selling is a profession and every salesman should realize that he has a career and not just a job. The word "career" means continued progress. Any salesman who is not continually improving himself and lowering his cost to the management is not a career man. A professional man continues his study, and sales education. To be of value, it must be continuous, and comprehensive in the sense that it develops the man off the job as well as on the job.

Development programs fail because top management is not thoroughly sold on the need or the value involved in such a program and, secondly, because the supervisory staff, the district managers, who have not been sold on the need for such a program, sabotage whatever new program comes out of the development department.

As Dick Borden would say, "So what?" The "so what" is this. First, go home and send out a letter to your sales executives, and the various branch managers. Ask them these questions.

1. What is your selection procedure? 2. What is your initial training program? 3. What is your continuous training program? 4. What are your methods of rating success on the job? And, unless I am wrong, you will get back the damndest replies, and you will reach for the aspirin bottle and you will wonder how your business has succeeded as well as it has. Secondly, start preparing your entire sales organization from the top to the bottom for the new techniques and new methods of marketing that are bound to come in these next ten years.

An executive of one of the largest companies in the United States told me that out of 389 branches, 25% of the branch managers and 25% of the salesmen are absolutely hopeless. We must cut the waste out of our distribution system, and before we can introduce any new methods, we must select people who can understand what you are trying to tell them and who can effectively carry out any new ideas.

Lastly, prepare yourself for a tough job. Prepare yourself for a lot of heart-aches and a lot of head aches. It's going to cost you a lot of time, a lot of money, but the job has got to be done.

PATENTS AND TRADE MARKS

The following memorandum relating to Patents and trade marks is made available through an arrangement with James Atkins, registered patent attorney, Munsey Building, Washington, D. C. The trade-marks were recently published by the U. S. Patent Office and, if no opposition thereto is filed within 30 days after the publication date, the marks will be registered.

PATENTS

Chocolate and Method of Making Same 2,188,144

John L. Klewer, Chicago, Ill. No Drawing. Application October 19, 1938, Serial No. 235,784. 5 Claims. (Cl. 99—23).

1. The method of treating butter-fat containing chocolate to effect a uniform, stable dispersion of the fat throughout the chocolate and form a dispersible aqueous chocolate magma comprising agitating and maintaining a hot mixture of about 3 parts by weight of chocolate having a butter-fat content in excess of about 35% and between 1 and 2 parts by weight water at a temperature between 180° F. and 210° F. until the mixture is a paste-like plastic and attains a homogeneous, smooth, fine-grained texture.

Chewing Gum Material 2,190,180

John O. Barker, New York, N. Y., assignor to Sweets Laboratories, Inc., New York, N. Y., a corporation of New York. No Drawing. Application June 11, 1936, Serial No. 84,771. 9 Claims. (Cl. 99—135).

1. A process which comprises well incorporating with dry chewing gum material, a dry undissolved water-soluble oil-insoluble dyestuff which upon subsequent wetting with saliva of the mouth during chewing, will develop its color in the gum, imparting a strong color to the gum.

TRADE MARKS

We have also arranged with Mr. Atkins to furnish our subscribers with preliminary information respecting their patents and trade mark matters, without charge to them. Inquiries will be submitted to Mr. Atkins and a prompt report will be sent you.

DR. I. Q. (And representation of Star) Ser. No. 426,264. Mars Incorporated, Chicago, Ill. For candy.

TRICE. Ser. No. 426,886. Ben E. George, doing business as Trice Food Products Company, Cincinnati, Ohio. For chocolate food product consisting of sugar, milk, cocoa and coconut oil used for making icings, candy, sauces, cookies, cakes, desserts and other confections and beverages.

JENNIE WADE CHOCOLATES. Ser. No. 424,321. J. Wilbur Warner, doing business as Blue & Grey Specialty Co., Frederick, Md. For chocolates.

PAULA (Over representation of old-fashioned girl). Ser. No. 421,746. N. V. Paul C. Kaiser, Rotterdam, Netherlands. For bakers and confectioners' products—namely, bread, cakes, biscuits, wafers, chocolates, and bonbons.

JAMBALAYA. Ser. No. 426,203. Jacobs Candy Co., Inc., New Orleans, La. For candy.

Next Packaging

Clinic, July 19

The next meeting of the Candy Packaging Clinic Board will meet at the editorial offices of THE MANUFACTURING CONFECTIONER in Chicago on July 19. Packages for consideration by the Clinic should reach here before the Clinic day. Send duplicates of packages and these must be submitted just as they appear to the consumer.

Package Machinery Co., Springfield, Mass., are giving their entire force a 2-weeks vacation with pay, August 3 to 18. During this period only a part of their office force and branch offices will be on duty.

William Gainsberg, eastern sales manager for Milprint, Inc., Milwaukee, Wis., died recently in a Boston hospital where he had been confined since February.

Shellmar Products Company, Mt. Vernon, Ohio, has established a sales office at 402 Halliburton Building, 1709 W. 8th St., Los Angeles, California. Mr. W. E. Boswell will be in charge of this office.

The Premium Advertisers Association held its silver anniversary as a branch of the Advertising Federation of America at the 36th Annual Convention and Advertising Exposition in Chicago, June 25. A special program featured the celebration of this anniversary by members of the premium Association.

Packaging Exposition in Chicago

The 11th Packaging Exposition and Conference will be held at the Stevens Hotel, Chicago, April 1 to 4, 1941, it is announced by the American Management Association, sponsoring organization for the annual event.

Use of exhibition facilities in the Stevens Hotel, it is pointed out by the American Management Association, is in line with the expanding requirements of the Exposition, and reflects the preponderant opinion expressed at a recent meeting of the Exhibitors Advisory Committee of the Exposition.

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of the
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for
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A Scientific Discussion of Fat-Bloom and what can be done to prevent it.

CACAO FERMENTATION

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Formulae and complete working instructions on many types of candies.

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Covers the broad field of sources, methods of handling and manufacture of the principal commercial food products.

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By Robert Whympers

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By Mario Gianini

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The Manufacturing Confectioner

400 W. Madison Street

Chicago, Ill.

CONFECTIONERS' BRIEFS

April Candy Figures Show Drop in Value

According to the Department of Commerce report, value per pound for all types of confectionery and competitive chocolate products by manufacturer-wholesalers decreased 0.5 cents during April 1940 from both April 1939 and March 1940. Each of the types of houses recorded a decrease in average value between March and April 1940, except package goods and unclassified houses. Package goods houses showed an increase of 1.3 cents and unclassified houses one-tenth cent per pound. The average value for all types of houses combined was 15.5c during April 1940 and 16c for both April, 1939 and March, 1940. The total poundage sales increased 15.2% over April, 1939. As compared with March, 1940 poundage sales decreased 5.4%. Decreases were shown between March and April by each of the types of houses except unclassified houses which recorded an increase of 16.4%.

Lillian Blanche Byers, head of the Lillian Byers Candy Co., Colorado Springs, Colorado Springs, Colorado, died June 2. She was head of her own company since 1924.

Popcorn Industries, Inc., Freeport, Illinois, has taken out a charter to manufacture and sell popcorn confections. Capitalization was set to 60 shares of common stock, par value \$25. Incorporators are E. I. Sandmeier, E. L. Fluegel and L. Crane.

The Schall Candy Co., Clinton, Iowa, has been incorporated by W. H. Christensen, Deborah Christensen and Richard Hohenhorst.

J. Sidney Johnson has been appointed manager of the sales promotion division of the National Biscuit Co., New York. For the last six years Mr. Johnson has served as director of merchandising and advertising for the Independent Grocers Alliance stores.

Charles Schwartz, vice president and sales manager of D. Goldenberg, Inc., Philadelphia, was buried June 13. Mr. Schwartz had been with the company 18 years.

DuAnn Candies, formerly of Chicago, moved to Kansas City, Missouri.

National Biscuit Company announced that the space formerly occupied by the Pacific Coast Candy Co., 823 Battery St., San Francisco, Calif. will be used for cracker making and the candy manufacturing will be consolidated in the Bishop plant in Los Angeles.

Runkle Candy Co., Kenton, Ohio, has let the contract for a new building. The one-story factory should be completed in 60 days, according to company officials.

York Caramel Co., York, Pa. has appointed J. A. Murphy as western manager of the firm. A Chicago office will be opened soon with Mr. Murphy in charge.

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